

EXECUTIVE SUCCESS AND WORK ORGANIZATIONAL DYNAMICS

TOWARDS A COMPREHENSIVE APPROACH

Volume II

*A Thesis Submitted
in Partial Fulfilment of the Requirements
for the degree of*

DOCTOR OF PHILOSOPHY

by

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to the

**DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES
INDIAN INSTITUTE OF TECHNOLOGY KANPUR**

December 1989

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Chapter 3

Results

The variables that were subsumed within the purview of this study were such that have remained heretofore unexplored in the organizational behavior framework and therefore, possess little clarity in terms of structural identity and specification of mutual relationships. Owing to a paucity of definition of nature and relationships, and the complexity involved in conceptualization and treatment of variables with data evolving from a real life setting, the possibility of multidimensionality underlying the constructs might not be overruled. One must admit that identification of such dimensionalities, realization of their precise nature and composition, and investigation of the interactive effect originating from conjoint variations of the underlying patterns of multiple constructs may be a worthwhile exercise in its own right; because it is through the study of such multivariate interactive patterns of the underlying dimensions of salient variables that a researcher could possibly visualize a more authentic pattern that would be reflective of the situational dynamism of social realities compared to what one usually gets through the constructs conceptualized in unidimensional terms and treated in isolation of other variables of relevance and import.

Due to certain constraints, the indepth treatment of interactional patterns was dispensed with, although the utility of multivariate conceptualization and treatment was acknowledged. Consequently, all multi-item questionnaires purporting to measure the respective relevant constructs were subjected to factor analysis (principal factoring with iterations and oblique rotation). The following "stands" were taken in using the factor analytic results. (a) Extraction of factors was stopped after eigen value dropped below unity (except where factor solutions had to be forced in limited number of factors due to some methodological requirements); (b) the belongingness of items to specific factors was kept nonoverlapping in the sense that no item was included in more than one factor; (c) only those items were retained in a particular factor which had a loading of equal to or more than 0.50 on that factor but did not have a cross-loading of equal to or more than 0.30 on any other factor simultaneously; (d) single item factors, that is, if a factor had only one item left in it that had a loading of equal to or more than 0.50, either by itself or as a result of adherence to the stand mentioned in clause 'c' above, were not retained because single item factors are known to be notoriously unreliable; and (e) in tabular presentation of the factor analysis results, items discarded due to various stands mentioned above would be reported under heading "unclassified items", however, for further analysis only those items would be used that satisfied various criteria of item selection mentioned above.

It needs to be pointed out that although for statistical puritans, the above mentioned stands might seem to be highly arbitrary; such stands are not very uncommon these days in organizational behavior literature. Further, the factor analysis technique in this research was used primarily as a technique for item analysis and data reduction with a view to identify underlying "dimensions" of various constructs that comprised items that had "clear and high loadings" on respective factors. Therefore for subsequent analysis, the factors were treated as if they were variables or constructs yielding composite scores on subscales of superordinate constructs rather than as "factors" in strict statistical sense.

The factor naming was accomplished by a panel of five persons out of which two had doctorate and three had a master's degree in psychology. The factor loadings, the item contents, and the constructs from which the respective factors had been extracted were kept in view while naming the factors. A brief description of various forms of questionnaire measuring the constructs used in this study and factors obtained thereof follows.

Exploring the Underlying Dimensions of the Constructs: The Factor Analysis Results

Form 1: Idealized success. This questionnaire comprised 13 items. Factor analysis resulted in thirteen significant factors. However, owing to the stands mentioned above, seven factors were retained that were named as follow. (a) Omnibus Success (OS),

Success Archetype (OPSA), which consisted of item numbers 5, 6, and 7, (c) Excellent Work Life (EWL) which consisted of item numbers 8 to 11, (d) Comfortable Living (CL) which consisted of item numbers 12, 13, and 14, (e) Leadership and Power (LP) which consisted of item numbers 15 and 16, (f) Job Prestige and Stability (JPS) which consisted of item numbers 17, 18, and 19, and (g) Patriotism and Altruism (PA) which consisted of item numbers 20 to 23.

Form 2: Environment 1: Childhood environment. This questionnaire consisted of 16 items, culminating in three factors out of which two factors were retained owing to our stand. They were named (a) Stimulating Childhood Environment (SCE) which consisted of item numbers 60 to 68, and (b) Concern for "Own People" in Childhood Environment (COPCE), which consisted of item numbers 69 and 70.

Form 3: Environment 2: Adolescence environment. It consisted of 16 items which yielded three factors that were named as follow. (a) Stimulating Adolescence Environment (SAE) which consisted of item numbers 76 to 82, (b) Concern for "Own People" in Adolescence Environment (COPAE) which consisted of item numbers 83 and 84, and (c) Independence Emphasis in Adolescence Environment (IEAE) which consisted of item number 85 to 86.

Form 4: Environment 3: Present social environment. This form consisted of 16 items culminating in three significant factors out of which two factors were retained. They were named (a) Stimulating Present Social environment (SPSE) which consisted of item numbers 92 to 98, and (b) Concern for "Own People" in

Present Social Environment (COPPSE) which consisted of item numbers 99 and 100.

Form 5: Environment 4: Present work environment. It consisted of 16 items yielded four significant factors out of which three factors were retained that were named as follow. (a) Independence Emphasis and Stimulation in Present Work Environment (IESPWE) which consisted of item numbers 108, 109, and 110, (b) Concern for "Own People" in Present Work Environment (COPPWE) which consisted of item numbers 111 and 112, and (c) Achievement and Independence Reinforcing Present Work Environment (AIRPWE) which consisted of item numbers 113, 114, and 115.

Form 6: Identification with prework model. This questionnaire comprised 8 items yielding three factors out of which only one factor, namely Considerate and Competent Prework Model (CCPWM) was retained. It consisted of item numbers 124 and 125.

Form 7: Parental socio-economic status. This questionnaire consisted of 3 items culminating in one single factor that was named Parental Socio-economic Status (PSES). This factor was composed of item numbers 132, 133, and 134.

Form 8: Change value. This form consisted of 5 items culminating in one significant factor that was named Change Value (CV). This factor consisted of item numbers 135 to 139.

Form 9: Rokeach's values. It comprised 40 items. Factor analysis yielded nine significant factors out of which five factors were retained. They were named as follow. (a) Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness

(VCACB) which consisted of item numbers 140 to 143, (b) Valuing A World of Beauty, A World at Peace, and Equality (VWBUPE) which consisted of item numbers 144, 145, and 146, (c) Valuing Forgiveness and Helpfulness (VFH) which consisted of item numbers 147 and 148, (d) Valuing Inner Harmony and Happiness (VIHH) which consisted of item numbers 149 and 150, and (e) Valuing Intellect, Independence, Imagination, and Logic (VIIIL) which consisted of item numbers 151 to 154.

Form 10: Work ethic. This questionnaire consisting of 8 items yielded two significant factors out of which one factor was retained. It was named Work Ethic (WE) that consisted of item numbers 180 to 183.

Form 11: Attribution-in-failure. This questionnaire consisted of 8 items culminating in two significant factors that were named (a) External Attribution in Failure (EAF) which consisted of item numbers 188, 189, and 190, and (b) Internal Attribution in Failure (IAF) which consisted of item numbers 191 and 192.

Form 12: Attribution-in-success. It consisted of 8 items yielded three factors out of which two factors were retained. They were named (a) External Attribution in Success (EAS) which consisted of item numbers 196 and 197, and (b) Internal Attribution in Success (IAS) which consisted of item numbers 198 and 199.

Form 13: Characteristics of self-actualizers. This questionnaire consisting of 11 items yielded three significant factors out of which two factors were retained. They were named (a) Philanthropic and Sentient (PS) which consisted of item

numbers 204 and 205, and (b) Creative and Witty (CW) which composed of item numbers 206 and 207.

Form 14: Characteristics of successful person. It consisted of 22 items that yielded four factors out of which two factors were retained. They were named (a) Desirable Characteristics of Successful Person (DCSP) which consisted of item numbers 215 to 224, and (b) Dominant and Ambitious (DA) which consisted of item numbers 225 and 226.

Form 15: Gunas. This questionnaire consisted of 37 items that culminated in nine significant factors out of which four factors were retained. They were named as follow. (a) Tamas Guna (TG) which consisted of item numbers 237, 238, and 239, (b) Rajas Positive Guna (RPG) which consisted of item numbers 240, 241, and 242, (c) Sattwa Guna (SG) which consisted of item numbers 243, 244, 245, and 246, and (d) Rajas Negative Guna (RNG) which composed of item numbers 247 and 248.

Form 16: Identification with work model. This questionnaire comprised 8 items which yielded two significant factors when subjected to factor analysis. They were named (a) Competent, Considerate, Proper, and Forward Work Model (CCPFWM) which composed of item numbers 274 to 278, and (b) Self-centered and Spontaneous Work Model (SCSWM) which composed of item numbers 279 and 280.

Form 17: Least preferred coworker score. It consisted of 16 items which yielded only one significant factor comprising item numbers 282 to 297. This factor was named LPC Index (LPCI).

Form 18: Locus of control. This form consisted of 4 items yielded two significant factors that were named as follow.

(a) Internal Locus of Control (ILC) which consisted of item numbers 298 and 299, and (b) External Locus of Control (ELC) which composed of item numbers 300 and 301.

Form 19: Need. This questionnaire consisting of 10 items yielded three factors out of which two factors were retained owing to our stand. They were (a) Need for Achievement (n-ach.) which composed of item numbers 302, 303, and 304, and (b) Need for Power (n-power) which composed of item numbers 305 and 306.

Form 20: Physical attractiveness. This form consisted of 7 items that culminated in two significant factors out of which one factor was retained. It was named Opinion toward Physical Attractiveness (OPA). This factor consisted of item numbers 312 to 315.

Form 21: Preferences for work situations. This questionnaire consisted of 7 items that culminated in two significant factors. They were named (a) Lower level Needs Satisfying Work Situation (LNSWS) which consisted of item numbers 319 and 320, and (b) High level Needs Satisfying Work Situations (HNSWS) which consisted of item numbers 321, 322, and 323.

Form 22: Self-esteem. It consisted of 8 items. Factor analysis yielded two factors that were named as follow. (a) Positive Self-concept (PSC) which consisted of item numbers 326 to 330, and (b) Self-confidence (SC) which consisted of item numbers 331 and 332.

Form 23: Factors E and I of 16 PF. This questionnaire consisted of the factors E and I subscales taken from Sixteen Personality Factor (16 PF, Form C) questionnaire (The Institute for Personality and Ability Testing, 1969). The subscales were not subjected to factor analysis under the assumption that they were already factors of a larger scale that had been obtained through a more extensive data base by the propounders of the 16 PF. The factors were used in their original form and were named (a) Factor E of 16 PF (FEPF) which consisted of item numbers 334 to 339, and (b) Factor I of 16 PF (FIPF) which consisted of item numbers 340 to 345.

Form 24: Behaviors leading to self-actualization. This questionnaire consisted of 9 items that yielded two significant factors out of which only one factor was retained. It was named Self-actualizing Behavior (SAB) which composed of item numbers 346 to 350.

Form 25: Behavioral strategies directed toward coworkers. This questionnaire comprised 32 items that yielded eight factors out of which two factors were retained. They were named as follow. (a) Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers (TPEDC) which consisted of item numbers 355 to 358, and (b) Noncontroversial and Tolerant toward Coworkers (NCTC) which consisted of item numbers 359 and 360.

Form 26: Behavioral strategies directed toward subordinates It consisted of 32 items culminating in ten significant factors out of which three factors were retained. They were as follow. (a) Threat, Pseudo-ignorance, and Exchange Directed toward

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Subordinates (TPEDSb) which consisted of item numbers 387 to 390, (b) Expertise Display Directed toward Subordinates (EDDSb) which composed of item numbers 391 and 392, and (c) Name Dropping and Cornering Directed toward Subordinates (NDCDSb) which composed of item numbers 393 and 394.

Form 27: Behavioral strategies directed toward superiors.

This questionnaire consisted of 32 items which yielded eight factors out of which six factors were retained. They were named as follow. (a) Omnibus Diplomacy Directed toward Superiors (ODDSp) which consisted of item numbers 419 to 425, (b) Indispensability of Self Directed toward Superiors (ISDSp) which consisted of item numbers 426 and 427, (c) Amicability Directed toward Superiors (ADSp) which consisted of item numbers 428 and 429, (d) Noncontroversial and Tolerant toward Superiors (NCTSp) which consisted of item numbers 430 and 431, (e) Opinion Conformity and Other-enhancement Directed toward Superiors (OCOEDSp) which consisted of item numbers 432 and 433, and (f) Reinforcement and Authoritativeness Directed toward Superiors (RADSp) which consisted of item numbers 434 and 435.

Form 28: Quality concern. This questionnaire consisting of 15 items yielded three significant factors that were named (a) Quality through Team Building (QTB) which consisted of item numbers 451 to 454, (b) Quality through Self and Mutual Development (QSMD) which composed of item numbers 455, 456, and 457, and (c) Quality through Productivity Management (QPM) which consisted of item numbers 458 to 461.

Form 29: Transactional styles. This questionnaire consisted of 10 items that culminated in two significant factors.

They were named (a) Not O.K. Styles (NOKS) which composed of item numbers 466 to 469, and (b) O.K. Styles (OKS) which composed of item numbers 470 to 473.

Form 30: Climate. This questionnaire comprised 27 items yielding four factors. They were named as follow. (a) Superior Support (SS) which composed of item numbers 476 to 483, (b) Harmony and Consistency (HC) which consisted of item numbers 484 and 485, (c) Conducive Climate (CCL) which consisted of item numbers 486 to 493, and (d) Decentralization (D) which consisted of item numbers 494 and 495.

Form 31: Leader-member exchange. It consisted of 6 items culminating in one significant factor, namely Leader-Member Exchange (LMX). This factor consisted of item numbers 503 to 506.

Form 32: Organizational effectiveness. It consisted of 4 items that yielded a single factor that was named Organizational Effectiveness (OE). It comprised item numbers 509 to 512.

Form 33: Biographical information. It comprised 29 items yielding eight significant factors out of which three factors were retained. They were as follow. (a) Job or Position Change (JPC) which consisted of item numbers 513 and 514, (b) Seniority (S) which composed of item numbers 515, 516, and 517, and (c) Financial Status (FS) which consisted of item numbers 518 and 519.

Form 34: Perceived Self-success. This questionnaire comprised 4 items. Factor analysis yielded but only one significant factor comprising item numbers 542 to 545. It was

named Perceived Self-success Index (PSSI).

Form 35: Personal effectiveness. This questionnaire consisted of 8 items which yielded three significant factors when subjected to factor analysis. They were named as follow. (a) Innovation (I) which consisted of item numbers 546 and 547, (b) Effective Communication and Dealing (ECD) which consisted of item numbers 548 and 549, and (c) Job Performance (JP) which consisted of item numbers 550 and 551.

The additional variables. In addition to the above described factors, some more variables had been included which were not subjected to factor analysis but had been used for the purpose of data analysis. They were as follow. (a) Hierarchical Level (HL), (b) Industrial Categorization (IC), (c) Organization's Present Strategic Orientation (OPSO), (d) Organization's Past Strategic Orientation (OPtSO), (e) Organization's Future Strategic Orientation (OFSO), (f) Ownership (O), (g) Technological Sophistication (TS), (h) Conventional Criterion of Success (CCS), (i) Global Satisfaction (GS), (j) Job Satisfaction (JS), and (k) Off-the-Job Satisfaction (OJS). The additional variables mentioned above were either nominal (or categorical) in terms of scaling or derived.

The Product-moment correlations between the various dimensions and/or variables included in this study, and corresponding means, standard deviations, and Cronbach's (1951) "Standardized" alpha coefficients (which may be comparable to Cronbach's statistic \bar{r}_{ij} (est)) are given in Appendix E.

The Conceptual Scheme: Categorizing the Variables

The major constructs included in the study were as follow. The aspects of success, person's environmental and socializing forces, values, attribution, self-actualization, gunas, locus of control, need, physical attractiveness, self-esteem, personality factors, behavioral strategies, quality concern, transactional styles, climate, leadership, organizational effectiveness, biographical information, personal effectiveness, and satisfaction. Besides, some categorical variables, namely hierarchical level, industrial categorization, ownership, strategic orientation, and technology were also included in the study. The major constructs might have had certain subclassifications or subsidiary but related concepts. This study actually made use of a number of primary measuring tools tapping corresponding subcategories of the major constructs. That is why the actual number of measuring tools subjected to factor analysis (and other analyses in case of categorical and derived variables) were much greater in number than that of the major constructs in the study.

All inclusive this study made use of ninety three factors or variables. Thirty four concepts were measured through 544 items that culminated in eighty factors upon factor analysis. Other than these eighty factors, two more factors, namely Factors E and I of 16 PF, that were not subjected to factor analysis in this study, were also included. Additionally, eleven more variables that were either nominal (or categorical) in terms of scaling or

derived variables were included. Hence the ninety three variables in the study.

Conceptually the constructs incorporated in this study could be classified into six categories. The categories would be as follow. Sector a (Person's Environment); sector b (Person Related Variables); sector c (Organization Related Variables); sector d (Organization Level Outcome); sector e (Person Level Outcomes) and sector f (Satisfaction).

Sector a included the aspects of environmental and socializing forces during the stages of childhood, adolescence, and present (subdivided into present social and present work environments). Sector b as a whole represented the person related variables considered to be important in organizational dynamics. This sector b however could further be divided into three subsectors namely, subsector b1 that included the aspects of Person's Values; subsector b2 that included the aspects of Person's Characteristics; and subsector b3 that included the aspects of Person's Behaviors. Depending upon the purpose, sector b was taken either as a whole or as subsectors at different stages of analysis and treatment. Sector c represented the organization related variables and included the aspects of climate and superior-subordinate exchange in the main. Sector c as a sector also encompasses certain nominal or categorical organization related variables that were selectively used in analysis and treatment. Sector d consisted mainly of organization level outcome in terms of effectiveness. Sector e consisted of the person level outcomes operationalized in terms

of biographical information, perceived self-success, and personal effectiveness. Additionally, a measure called objective criterion of success, which was essentially a derived index was also considered to be a constituent of the sector e. Sector f, namely satisfaction represented an ultimate culmination of the organizational experiential effects at an individual's level. The satisfaction was operationally measured in three contexts, namely, global satisfaction, job satisfaction, and off-the-job satisfaction. All of the three indexes of satisfaction were based on derived scores, and the global satisfaction was a composite of the other two satisfactions.

In sum, sector a comprised twelve factors (or variables); sector b comprised fifty seven variables (subsector b1 consisted of fourteen factors, b2 consisted of twenty six variables, and subsector b3 consisted of seventeen factors); sector c comprised five factors and seven categorical variables; sector d consisted of one factor; sector e comprised seven factors, and one derived variable; and sector f comprised three derived variables.

A pattern of relationship among six categories of the constructs was postulated at conceptual level. The schematic representation of the postulated pattern of relationships among the categories (and the major variables within them) is depicted in Figure 1 (p. 25). It should be noted that the Figure 1 is a composite representation of schematic conceptualization at more than one stage of the research. Further, the Figure 1 also includes some "additional variables" which were either nominal (or categorical) in terms of scaling or derived variables, and were used only in specific analyses. They did not form the part

of the sectors as such for most of the analyses. Thus reference would be made to the different segments of Figure 1 at correspondingly appropriate stages of writing.

Categories of Variables and their Dimensions

Various factors of the major variables obtained through factor analysis, and other categorical and derived variables are listed below. This list corresponds with Figure 1 (p. 25).

Sector A: Person's Environment

Environment 1: Childhood Environment

1. Stimulating Childhood Environment (SCE).
2. Concern for "Own People" in Childhood Environment (COPCE).

Environment 2: Adolescence Environment

3. Stimulating Adolescence Environment (SAE).
4. Concern for "Own People" in Adolescence Environment (COPAE).
5. Independence Emphasis in Adolescence Environment (IEAE).

Environment 3: Present Social Environment

6. Stimulating Present Social Environment (SPSE).
7. Concern for "Own People" in Present Social Environment (COPPSE).

Environment 4: Present Work Environment

8. Independence Emphasis and Stimulation in Present Work Environment (IESPWE).
9. Concern for "Own People" in Present Work Environment (COPPWE).

10. Achievement and Independence Reinforcing Present Work Environment (AIRPWE).

Identification with Pework Model

11. Considerate and Competent Pework Model (CCPUM).

Parental Socio-economic Status

12. Parental Socio-economic Status (PSES).

Sector b: Person Related Variables

Subsector b1: Person's Values

Change-oriented Values

13. Change Value (CV).

Idealized Success

14. Omnibus Success (OS).

15. "Own People" Success Archetype (OPSA).

16. Excellent Work Life (EWL).

17. Comfortable Living (CL).

18. Leadership and Power (LP).

19. Job Prestige and Stability (JPS).

20. Patriotism and Altruism (PA).

Rokeach's Values

21. Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness (VCACB).

22. Valuing A World of Beauty, A World at Peace, and Equality (VUBWPE).

23. Valuing Forgiveness and Helpfulness (VFH).

24. Valuing Inner Harmony and Happiness (VIHH).

25. Valuing Intellect, Independence, Imagination, and Logic (VIIIIL).

Work Ethic

- 26. Work Ethic (WE).

Subsector b2: Person's CharacteristicsAttribution-in-Failure

- 27. External Attribution in Failure (EAF).
- 28. Internal Attribution in Failure (IAF).

Attribution-in-Success

- 29. External Attribution in Success (EAS).
- 30. Internal Attribution in Success (IAS).

Characteristics of Self-actualizers

- 31. Philanthropic and Sentient (PS).
- 32. Creative and Witty (CW).

Characteristics of Successful Person

- 33. Desirable Characteristics of Successful Person (DCSP).
- 34. Dominant and Ambitious (DA).

Gunat

- 35. Tamas Guna (TG).
- 36. Rajas Positive Guna (RPG).
- 37. Sattwa Guna (SG).
- 38. Rajas Negative Guna (RNG).

Identification with Work Model

- 39. Competent, Considerate, Proper, and Forward Work Model (CCPPWM).
- 40. Self-centered and Spontaneous Work Model (SCSUM).

Least Preferred Coworker Score

- 41. LPC Index (LPCI).

Locus of Control

- 42. Internal Locus of Control (ILC).
- 43. External Locus of Control (ELC).

Need

- 44. Need for Achievement (n-ach.).
- 45. Need for Power (n-power).

Physical Attractiveness

- 46. Opinion toward Physical Attractiveness (OPA).

Preferences for Work Situations

- 47. Lower level Needs Satisfying Work Situations (LNSWS).
- 48. Higher level Needs Satisfying Work Situations (HNSWS).

Self-esteem

- 49. Positive Self-concept (PSC).
- 50. Self-confidence (SC).

Factors E and I of 16 PF

- 51. Factor E of 16 PF (FEPP).
- 52. Factor I of 16 PF (FIPI).

Subsector b3: Person's BehaviorsBehaviors Leading to Self-actualization

- 53. Self-actualizing Behavior (SAB).

Behavioral Strategies Directed toward Coworkers

- 54. Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers (TPEDC).

- 55. Noncontroversial and Tolerant toward Coworkers (NCTC).

Behavioral Strategies Directed toward Subordinates

- 56. Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates (TPEDSb).

57. Expertise Display Directed toward Subordinates (EDDSb).

58. Name Dropping and Cornering Directed toward subordinates (NDCDSb).

Behavioral Strategies Directed toward Superiors

59. Omnibus Diplomacy Directed toward Superiors (ODDSp).

60. Indispensability of Self Directed toward Superiors (ISDSp).

61. Amicability Directed toward Superiors (ADSp).

62. Noncontroversial and Tolerant toward Superiors (NCTSp).

63. Opinion Conformity and Other-enhancement Directed toward Superiors (OCOEDSp).

64. Reinforcement and Authoritativeness Directed toward Superiors (RADSp).

Quality Concern

65. Quality through Team Building (QTB).

66. Quality through Self and Mutual Development (QSMD).

67. Quality through Productivity Management (QPM).

Transactional Styles

68. Not O.K. Styles (NOKS).

69. O.K. Styles (OKS).

Sector c: Organization Related Variables

Climate

70. Superior Support (SS).

71. Harmony and Consistency (HC).

72. Conducive Climate (CCL).

73. Decentralization (D).

Hierarchical Level

74. Hierarchical Level (HL). This was a categorical variable.

Industrial Categorization

75. Industrial Categorization (IC). This was a categorical variable.

Leader-Member Exchange

76. Leader-Member Exchange (LMX).

Organization's Present Strategic Orientation

77. Organization's Present Strategic Orientation (OPSO). This was a categorical variable.

Organization's Past Strategic Orientation

78. Organization's Past Strategic Orientation (OPtSO). This was a categorical variable.

Organization's Future Strategic Orientation

79. Organization's Future Strategic Orientation (OFSO). This was a categorical variable.

Ownership

80. Ownership (O). This was a categorical variable.

Technological Sophistication

81. Technological Sophistication (TS). This was a categorical variable.

Sector d: Organization Level Outcome

Organizational Effectiveness

82. Organizational Effectiveness (OE).

Sector e: Person Level Outcomes

Biographical Information

- 83. Job or Position Change (JPC).
- 84. Seniority (S).
- 85. Financial Status (FS).

Conventional Criterion of Success

86. Conventional Criterion of Success (CCS). This was a derived variable.

Perceived Self-success

- 87. Perceived Self-success Index (PSSI).

Personal Effectiveness

- 88. Innovation (I).
- 89. Effective Communication and Dealing (ECD).
- 90. Job Performance (JP).

Sector f: Satisfaction

Global Satisfaction

- 91. Global Satisfaction (GS). This was a derived variable.

Job Satisfaction

- 92. Job Satisfaction (JS). This was a derived variable.

Off-the-Job Satisfaction

- 93. Off-the-Job Satisfaction (OJS). This was a derived variable.

The resources and time available during execution of this work made it difficult to do a thorough testing of the postulated schematic pattern of relationships among all the constructs. However, within limitations, an attempt was made to explore the relationships among the variables belonging to the various

categories of the constructs. Occasionally, the relationships among variables within a given category of constructs, or within a sector would also be examined due to apparent salience of probable relationships. Toward the end of the main body of analyses and interpretations of data, a "path analysis" would be attempted treating the five categories of constructs as somewhat unidimensional ones. However, no claim would be made either to show or test definite causal linkages for the simple reason that much more sophisticated data analysis facilities and more data also would be required to do so. The "path analysis" thus should be treated to be just indicative of the probable relationships among the five categories of variables.

In the beginning, the five major sectors namely, sector a, b, c, d, and sector e were related to one another using the canonical correlation analysis in the main. The explorations of relationships basically followed the conceptual model depicted in Figure 1. At this point, a reference is made to Figure 1 excluding the categorical and derived variables, and treating the sector b as a whole. Specifically, the sector a was related to sector b, b with e, and sector c was related with sector d. Sectors b and c; and d and e were postulated to be "unrelated" in primary conceptualization of the model.

Some Research Questions: Relating the Variables Belonging to the Categories in the Primary Conceptual Scheme

With regard to the relationships among the various sectors, certain specific questions were raised. They were as follow.

Question 1. What are the relationships between the dimensions of Person's Environment and Person Related Variables?

This meant relating sector a with sector b. Canonical correlation (CC) was calculated to answer this question. To interpret canonical correlation results, an arbitrary criterion of ± 0.30 was used as an index of importance of a variable within a particular set of variables or canonical variate. Such a stand has been taken elsewhere also (Hair, Anderson, Tatham, & Grablovsky, 1979; Lambert & Durand, 1975). Apart from tabular presentation, only those canonical correlation results would be described in detail that consist simultaneously of both the left hand and right hand variates having loadings of ± 0.30 . That is, a CC result would not be described if on either variate, no loading turns out to be equal to or greater than 0.30. Canonical loadings rather than canonical weights were used in the analysis. Canonical loading statistic offers the advantage over the weight statistic by being largely free from the direct influence of multicollinearity and suppressor effects (Lambert & Durand, 1975). Apart from the canonical roots, a redundancy index (Rdx) was also calculated. The canonical roots provide estimates of the amount of shared variance between independent and dependent variables, and not the variance extracted from the set of variables. Often very little of the dependent variance is shared with independent variables although canonical root values are sometimes very high. The redundancy index overcomes this difficulty (Lambert & Durand, 1975).

Table 3 presents the results of CC in which Left Hand Variate composed of variables of Person's Environment (sector a) was related to Right Hand Variate composed of Person Related

Table 3

Canonical Correlations Showing Relationships between the
Dimensions of Person's Environment and Person Related Variables

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 |
|----------------|----------|----------|----------|----------|----------|
| | ----- | ----- | ----- | ----- | ----- |
| | Loadings | Loadings | Loadings | Loadings | Loadings |
| <hr/> | | | | | |
| Left hand set | | | | | |
| ----- | | | | | |
| SCE | -0.50 | 0.16 | -0.54 | 0.16 | -0.03 |
| COPCE | 0.07 | 0.47 | -0.37 | -0.02 | -0.10 |
| SAE | -0.63 | 0.31 | -0.22 | 0.09 | 0.14 |
| COPAE | 0.12 | 0.62 | -0.31 | 0.08 | 0.15 |
| IEAE | -0.57 | 0.02 | -0.05 | 0.17 | 0.17 |
| SPSE | -0.53 | 0.17 | -0.01 | -0.09 | 0.15 |
| COPPSE | 0.14 | 0.47 | -0.36 | 0.03 | 0.24 |
| IESPWE | -0.46 | 0.25 | 0.51 | -0.08 | 0.02 |
| COPPWE | 0.12 | 0.47 | -0.23 | 0.03 | 0.34 |
| AIRPWE | -0.24 | 0.54 | 0.31 | 0.15 | -0.10 |
| CCPWM | -0.75 | 0.18 | -0.22 | -0.13 | -0.12 |
| PSES | -0.27 | -0.23 | -0.18 | 0.55 | 0.01 |
| Right hand set | | | | | |
| ----- | | | | | |
| OS | -0.55 | -0.07 | -0.08 | -0.23 | 0.15 |
| OPSA | 0.18 | 0.40 | -0.37 | -0.03 | 0.16 |
| EWL | -0.44 | 0.23 | -0.05 | -0.11 | -0.01 |
| CL | -0.22 | 0.12 | -0.21 | -0.17 | 0.14 |
| LP | -0.43 | 0.36 | -0.01 | 0.00 | 0.05 |
| JPS | -0.17 | 0.09 | -0.06 | -0.25 | 0.04 |
| PA | -0.41 | 0.06 | -0.09 | -0.21 | 0.04 |
| CV | -0.46 | -0.02 | -0.03 | 0.01 | 0.01 |
| VCACB | -0.48 | 0.05 | -0.00 | -0.19 | 0.01 |
| VUBWPE | -0.35 | -0.07 | 0.10 | -0.20 | -0.03 |
| VFH | -0.31 | -0.10 | -0.06 | -0.14 | -0.08 |
| VIHH | -0.29 | -0.06 | 0.09 | -0.11 | -0.02 |
| VIIIL | -0.48 | -0.01 | -0.09 | -0.05 | 0.01 |
| WE | -0.28 | 0.09 | 0.10 | -0.16 | 0.06 |
| EAF | 0.10 | 0.05 | -0.11 | 0.25 | -0.04 |
| IAF | -0.12 | -0.14 | -0.00 | 0.17 | -0.17 |
| EAS | 0.06 | 0.24 | -0.06 | 0.06 | -0.00 |
| IAS | -0.40 | 0.13 | 0.05 | -0.00 | -0.11 |
| LNSWS | -0.04 | 0.16 | -0.22 | 0.11 | -0.02 |
| HNSWS | -0.05 | 0.16 | -0.07 | -0.02 | 0.07 |
| PS | -0.38 | 0.10 | -0.11 | -0.18 | -0.02 |
| CW | -0.34 | 0.15 | 0.01 | -0.15 | -0.10 |
| DCSP | -0.44 | 0.15 | 0.20 | -0.01 | -0.06 |
| DA | -0.18 | 0.18 | 0.05 | -0.00 | 0.04 |
| TG | -0.02 | 0.06 | -0.17 | 0.18 | 0.03 |
| RPG | -0.08 | 0.05 | -0.06 | 0.13 | 0.10 |

(table continues)

Table 3 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 |
|--------------|----------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings | Loadings |
| SG | -0.17 | 0.05 | 0.08 | -0.18 | -0.11 |
| RNG | 0.04 | -0.01 | -0.07 | 0.16 | 0.03 |
| CCPFWM | -0.64 | 0.18 | 0.08 | 0.03 | -0.13 |
| SCSUM | 0.15 | 0.09 | -0.02 | -0.01 | 0.06 |
| LPCI | 0.17 | 0.10 | 0.22 | -0.14 | -0.03 |
| ILC | -0.38 | 0.27 | 0.17 | 0.03 | 0.14 |
| ELC | 0.27 | 0.15 | -0.06 | -0.12 | -0.01 |
| n-ach. | -0.32 | 0.21 | 0.06 | 0.04 | 0.02 |
| n-power | -0.04 | 0.25 | -0.12 | 0.08 | 0.06 |
| OPA | 0.15 | 0.03 | -0.15 | -0.07 | 0.04 |
| PSC | -0.30 | -0.14 | 0.26 | 0.01 | 0.13 |
| SC | -0.23 | -0.00 | 0.15 | -0.18 | -0.01 |
| FEPF | -0.06 | -0.01 | 0.07 | 0.03 | 0.07 |
| FIPF | 0.16 | -0.03 | 0.04 | -0.12 | -0.09 |
| SAB | -0.44 | -0.10 | 0.22 | -0.08 | 0.11 |
| ODDSp | 0.04 | 0.14 | -0.34 | -0.01 | 0.04 |
| ISDSp | -0.38 | 0.13 | 0.02 | -0.02 | -0.01 |
| ADSp | -0.02 | 0.10 | -0.15 | 0.07 | 0.08 |
| NCTSp | 0.08 | 0.17 | -0.12 | 0.05 | 0.08 |
| OPOEDSp | -0.01 | 0.33 | -0.13 | -0.04 | 0.10 |
| RADSp | -0.14 | 0.22 | -0.37 | -0.02 | -0.03 |
| TPEDC | 0.22 | -0.12 | -0.12 | 0.14 | 0.14 |
| NCTC | 0.16 | 0.16 | -0.03 | 0.00 | 0.07 |
| TPEDSb | 0.19 | 0.33 | 0.01 | 0.07 | 0.15 |
| EDDSb | -0.23 | 0.27 | 0.12 | -0.09 | 0.05 |
| NDCDSb | 0.12 | 0.23 | -0.13 | -0.01 | 0.09 |
| QTB | -0.38 | 0.06 | 0.02 | 0.12 | -0.14 |
| QSMD | -0.44 | 0.21 | 0.12 | 0.06 | -0.04 |
| QPM | -0.38 | 0.16 | -0.06 | -0.08 | -0.04 |
| NOKS | 0.23 | 0.19 | -0.21 | 0.01 | 0.12 |
| OKS | -0.50 | 0.14 | 0.08 | -0.04 | 0.11 |
| <hr/> | | | | | |
| R_c^2 | 0.7040 | 0.6584 | 0.5865 | 0.5563 | 0.5444 |
| R_c | 0.4956 | 0.4335 | 0.3440 | 0.3095 | 0.2964 |
| Chi-square | 1052.10 | 863.92 | 707.64 | 591.69 | 489.85 |
| df | 684 | 616 | 550 | 486 | 424 |
| $p >$ | 0.01 | 0.01 | 0.01 | 0.01 | 0.05 |
| Variance LHS | 0.1837 | 0.1371 | 0.0997 | 0.0359 | 0.257 |
| Rdx LHS | 0.0910 | 0.0594 | 0.0343 | 0.0111 | 0.0076 |
| Variance RHS | 0.0886 | 0.0281 | 0.0196 | 0.0137 | 0.0070 |
| Rdx RHS | 0.0439 | 0.0122 | 0.0067 | 0.0042 | 0.0021 |

Variables (sector b). Five CCs out of possible twelve turned out to be significant ($p < 0.05$).

The first CC results ($R_c = 0.70$, $R_c^2 = 0.50$, $X^2_{(684)} = 1052.10$, $p < 0.01$) showed that Left Hand Variate was related significantly to Right Hand Variate. Both the variates mutually shared 50 per cent variance (it may please be noted that in description, the derived values such as squares or square roots of a number may not exactly tally because they had been individually rounded off to two places after decimal from a four places after decimal number, for instance, 0.50 is not the exact square of 0.70 in this case. However, in tabular presentation, these values are expressed up to four places after decimal). The redundancy index (0.0439) for Right Hand Variate Composed of Person Related Variables showed that 0.0439 of the total variance (0.0886) in the Right hand variate was shared with variance in or "explained" by the Left Hand canonical Variate. Redundancy values, in a way, may also be expressed in terms of percentage. Therefore the redundancy values are expressed up to four places rather than two places after decimal for easy visualization in terms of percentage. Thus the redundancy in this case may be thought in terms of 04.39 per cent of variance "explained" in the right hand variate by the left hand variate. However, technically it is more precise to express redundancies as the proportion only, that is, as 0.0439 in this case. The first Left Hand Variate could be thought of as loaded negatively with Stimulating Childhood Environment, Stimulating Adolescence Environment, Independence Emphasis in Adolescence Environment,

Stimulating Present Social Environment, Independence Emphasis and Stimulation in Present Work Environment, and Considerate and Competent Prework Model. This Left Hand Variate was related significantly to Right Hand Variate that was loaded negatively with Omnibus Success, Excellent Work Life, Leadership and Power, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness; Valuing A World of Beauty, ' World at Peace, and Equality; Valuing Forgiveness and Helpfulness; Valuing Intellect, Independence, Imagination, and Logic; Internal Attribution in Success, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-concept, Self-actualizing Behavior, Indispensability of Self Directed toward Superiors, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles.

The second CC results showed that the second Left Hand Variate was related significantly to the second Right Hand Variate ($R_c = 0.66$, $R_c^2 = 0.43$, $\chi^2_{(616)} = 863.92$, $p < 0.01$). R_{dx} (0.0122) showed that 0.0122 of the total variance (0.0281) in the Right Hand Variate was shared with the variance in Left Hand Variate. The second Left Hand Variate could be thought to be loaded positively with Concern for "Own People" in Childhood Environment, Stimulating Adolescence Environment, Concern for "Own People" in Adolescence Environment, Concern for "Own People" in Present Social Environment, Concern for "Own People" in

Present Work Environment, and Achievement and Independence Reinforcing Present work Environment. This variate was related significantly to the Right Hand Variate that was loaded positively with "Own People" Success Archetype, Leadership and Power, Opinion Conformity and Other-enhancement Directed toward Superiors, and Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates.

The third CC results showed that some of the variables of Person's Environment were related significantly to Person Related Variables ($R_c = 0.59$, $R_c^2 = 0.34$, $X^2_{(550)} = 707.64$, $p < 0.01$) R_{dx} (0.0067) for Person Related Variables showed that 0.0067 of the total variance (0.0196) in the Person Related Variables was shared with variance in variables of Person's Environment. The third Left Hand Variate composed of variables of Person's Environment could be thought to be loaded positively with Independence Emphasis and Stimulation in Present work Environment, and Achievement and Independence Reinforcing Present Work Environment, and loaded negatively with Stimulating Childhood Environment, Concern for "Own People" in Childhood Environment, Concern for "Own People" in Adolescence Environment, and Concern for "Own People" in Present Social Environment. This canonical variate was related significantly to Right Hand Variate that was loaded negatively with factors such as "Own People" Success Archetype, Omnibus Diplomacy Directed toward Superiors, and Reinforcement and Authoritativeness Directed toward Superior of Person Related Variables.

The fourth and fifth CCs though significant, did not have loadings equal to or greater than 0.30 in Right Hand canonical

Variates. As it is already mentioned earlier that a CC result would not be described if on either Right or Left Hand Variate, no loading turns out to be equal to or greater than 0.30. Therefore, it would be reported in tabular presentation but would not be described.

Question 2. What are the relationships between the dimensions of Person Related Variables and Person Level Outcomes?

This meant relating sector b with sector e. Table 4 shows results of CC in which Left Hand Variate composed of Person Related Variables (sector b) was related to Right Hand Variate composed of factors of Person Level Outcomes (sector e). Four CCs out of possible seven turned out to be significant ($p < 0.01$).

The first CC results ($R_c = 0.75$, $R_c^2 = 0.56$, $X^2_{(399)} = 719.10$, $p < 0.01$) showed that sector b was related significantly to sector e. Both the variates mutually shared 56 per cent variance. R_{dx} (0.2511) for Right Hand Variate showed that 0.2511 out of total variance (0.4519) in Right Hand Variate was shared with variance in Left Hand Variate. The first Left Hand Variate could be thought to be loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, Work Ethic, Internal Attribution in Success, Philanthropic and Sentient,

Table 4

Canonical Correlations Showing Relationships between the Dimensions of Person Related Variables and Person Level Outcomes

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|----------------------|----------|----------|----------|----------|
| | ----- | ----- | ----- | ----- |
| | Loadings | Loadings | Loadings | Loadings |
| <u>Left hand set</u> | | | | |
| OS | 0.46 | 0.01 | 0.37 | 0.14 |
| OPSA | -0.07 | -0.15 | -0.15 | 0.14 |
| EWL | 0.64 | 0.05 | 0.30 | 0.19 |
| CL | 0.32 | -0.12 | 0.05 | 0.06 |
| LP | 0.49 | 0.05 | 0.03 | 0.01 |
| JPS | 0.29 | -0.23 | 0.22 | -0.00 |
| PA | 0.52 | -0.24 | 0.15 | -0.01 |
| CV | 0.32 | 0.13 | 0.07 | -0.11 |
| VCACB | 0.50 | -0.07 | 0.18 | 0.07 |
| VUBUPE | 0.40 | -0.22 | 0.11 | -0.06 |
| VFH | 0.33 | -0.06 | 0.08 | -0.19 |
| VIHH | 0.45 | -0.14 | 0.23 | 0.10 |
| VIIIL | 0.31 | -0.01 | 0.15 | -0.04 |
| WE | 0.59 | -0.20 | 0.14 | -0.08 |
| EAF | -0.27 | -0.13 | 0.14 | 0.16 |
| IAF | 0.05 | 0.25 | -0.03 | 0.04 |
| EAS | 0.17 | -0.15 | 0.01 | 0.08 |
| IAS | 0.64 | 0.13 | 0.24 | 0.06 |
| LNSWS | 0.28 | 0.04 | -0.15 | 0.23 |
| HNSWS | 0.19 | -0.14 | -0.12 | 0.00 |
| PS | 0.41 | -0.21 | -0.01 | -0.19 |
| CW | 0.52 | -0.06 | -0.05 | -0.11 |
| DCSP | 0.76 | -0.17 | 0.02 | -0.04 |
| DA | 0.58 | -0.03 | -0.05 | 0.07 |
| TG | -0.35 | 0.02 | -0.07 | 0.07 |
| RPG | 0.08 | -0.12 | -0.02 | 0.06 |
| SG | 0.47 | -0.32 | 0.07 | 0.10 |
| RNG | -0.26 | 0.10 | -0.06 | 0.22 |
| CCPFWM | 0.51 | 0.10 | 0.09 | 0.06 |
| SCSUM | -0.08 | -0.10 | -0.07 | 0.15 |
| LPCI | 0.04 | -0.31 | -0.02 | -0.10 |
| ILC | 0.68 | -0.10 | -0.11 | -0.09 |
| ELC | -0.14 | -0.27 | -0.03 | -0.09 |
| n-ach. | 0.52 | -0.08 | 0.00 | -0.12 |
| n-power | 0.20 | -0.00 | -0.01 | -0.06 |
| OPA | -0.16 | -0.13 | -0.17 | -0.03 |
| PSC | 0.38 | 0.00 | 0.25 | -0.14 |
| SC | 0.57 | -0.18 | 0.12 | -0.11 |
| FEPP | 0.17 | 0.11 | -0.08 | 0.04 |

(table continues)

Table 4 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|-----------------|-------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings | ----- Loadings |
| FIPF | -0.11 | 0.12 | 0.24 | -0.17 |
| SAB | 0.58 | -0.21 | 0.08 | -0.03 |
| ODDSp | -0.22 | -0.07 | -0.22 | 0.18 |
| ISDSp | 0.50 | 0.01 | 0.15 | -0.00 |
| ADSp | -0.00 | -0.05 | 0.05 | 0.22 |
| NCTSp | -0.02 | -0.09 | 0.09 | 0.15 |
| OPOEDSp | 0.15 | -0.13 | -0.08 | 0.01 |
| RADSp | 0.26 | -0.14 | -0.05 | 0.17 |
| TPEDC | -0.28 | -0.09 | -0.22 | 0.21 |
| NCTC | -0.11 | -0.20 | 0.12 | 0.07 |
| TPEDSb | -0.17 | -0.11 | -0.13 | 0.08 |
| EDDSb | 0.35 | -0.01 | 0.09 | -0.08 |
| NDCDSb | -0.22 | -0.16 | -0.25 | 0.13 |
| QTB | 0.77 | 0.07 | -0.31 | 0.03 |
| QSMD | 0.83 | -0.03 | -0.17 | 0.20 |
| QPM | 0.64 | -0.10 | -0.09 | 0.11 |
| NOKS | -0.12 | -0.16 | -0.18 | 0.17 |
| OKS | 0.72 | -0.11 | -0.01 | -0.13 |
| Right hand set | | | | |
| ----- | | | | |
| JPS | 0.28 | 0.19 | 0.09 | -0.52 |
| S | -0.01 | -0.47 | -0.34 | -0.45 |
| FS | 0.40 | 0.31 | -0.17 | -0.15 |
| PSSI | 1.00 | 0.05 | -0.18 | 0.01 |
| I | 0.71 | 0.06 | -0.37 | 0.24 |
| ECD | 0.80 | -0.05 | 0.11 | -0.42 |
| JP | 0.88 | -0.34 | 0.31 | 0.34 |
| ----- | | | | |
| Rc ₂ | 0.7454 | 0.5914 | 0.5561 | 0.5249 |
| Rc | 0.5557 | 0.3498 | 0.3093 | 0.2755 |
| Chi-square | 719.10 | 493.99 | 374.56 | 271.88 |
| df | 399 | 336 | 275 | 216 |
| p > | 0.01 | 0.01 | 0.01 | 0.01 |
| Variance LHS | 0.1721 | 0.0200 | 0.0215 | 0.0141 |
| Rdx LHS | 0.0957 | 0.0070 | 0.0066 | 0.0039 |
| Variance RHS | 0.4519 | 0.0671 | 0.0612 | 0.1204 |
| Rdx RHS | 0.2511 | 0.0235 | 0.0189 | 0.0332 |

Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-concept, Self-confidence, Self-actualizing Behavior, Indispensability of Self Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles and loaded negatively with Tamas Guna. This variate was related significantly to Right Hand Variate that was loaded positively with Financial Status, Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance factors of Person Level Outcomes.

The second CC results showed significant relationships between the two sets of variables ($R_c = 0.59$, $R_c^2 = 0.35$, $X^2_{(336)} = 493.99$, $p < 0.01$). Both the sets mutually shared 35 per cent variance. Rdx (0.0235) for factors of Person Level Outcomes showed that 0.0235 out of total variance (0.0671) in Right Hand Set composed of Person Level Outcomes was shared with variance in or "explained" by Left Hand Set composed of Person Related Variables. The second Left Hand Set was loaded negatively with Sattwa Guna, and LPC Index. This set was related significantly to Right Hand Set that was loaded positively with Financial Status and loaded negatively with Job Performance, and Seniority.

The third CC results showed that some of the Person Related Variables were related significantly to Person Level Outcomes (J

= 0.56, $R_c^2 = 0.31$, $X^2_{(275)} = 374.56$, $p < 0.01$) and shared 31 per cent variance. R_{dx} (0.0189) for Person Level Outcomes (sector e) showed that 0.0189 of the total variance in Person Level Outcomes was shared with variance in Person Related Variables. The third Left Hand Variate could be thought to be loaded positively with Omnibus Success, and Excellent Work Life, and loaded negatively with Quality through Team Building factors of Person Related Variables. This variate was related significantly to Right Hand Variate that was loaded positively with Job Performance, and loaded negatively with Innovation, and Seniority factors of Person Level Outcomes.

The fourth CC would not be described as it did not have loadings ± 0.30 in Left Hand Variate.

Question 3. What are the relationships between the dimensions of Organization Related Variables and Organization Level Outcome?

This meant relating sector c with sector d. Here it needs to be noted that although there was only one factor or variable in sector d, a CC was calculated instead of multiple regression analysis (MRA) which would have given some additional useful information, just to maintain consistency as at present the main interest was to relate sector c with d and not to predict or to decipher the strength of association of sector d with c. However, a MRA with sector d as criterion, and variables of sector c as predictors would also be calculated at later stage whereby a comparison could be made if need be.

Table 5 presents results of canonical correlation in which Left Hand Variate composed of Organization Related Variables was

Table 5

Canonical Correlation Showing Relationships between the
Dimensions of Organization Related Variables and
Organization Level Outcome

| Variables | Set 1 |
|-----------------------|-------------------|
| | ----- Loadings |
| <hr/> | |
| Left hand set | |
| ----- | |
| SS | 0.70 |
| HC | 0.36 |
| CCL | 0.97 |
| D | 0.41 |
| LMX | 0.41 |
| Right hand set | |
| ----- | |
| OE | 1.00 |
| ----- | ----- |
| R_c^2 | 0.7817 |
| R_c | 0.6110 |
| Chi-square | 289.41 |
| df | 5 |
| $p >$ | 0.01 |
| Variance <u>LHS</u> | 0.3812 |
| <u>Rdx</u> <u>LHS</u> | 0.2329 |
| Variance <u>RHS</u> | 1.0000 |
| <u>Rdx</u> <u>RHS</u> | 0.6110 |
| <hr/> | |

related to Right Hand Variate composed of Organization Level Outcome. Only one CC was possible that tuned out to be significant ($p < 0.01$).

The CC results showed that both the variates were related significantly to each other ($R_c = 0.78$, $R_c^2 = 0.61$, $X^2_{(5)} = 289.41$, $p < 0.01$), and mutually shared 61 per cent variance. Rdx (0.6110) for the Right Hand Variate showed that 0.6110 in the Right Hand Variate was shared with variance in Left Hand Variate. The Left Hand Variate could be thought to be loaded positively with Superior Support, Harmony and Consistency, Conducive Climate, Decentralization, and Leader-Member Exchange. This variate was related significantly to Right Hand Variate that was loaded positively with Organizational Effectiveness.

Further Research Questions: Relating the Variables

As mentioned earlier, it was difficult to do a thorough testing of the conceptual scheme incorporating all the variables through more appropriate methods such as path analysis etc., due to absence of adequate facilities. Consequently, the relationships were examined through statistical techniques that included product moment correlation, multiple regression analysis, canonical correlation, discriminant analysis, and analysis of variance depending upon the specific research questions to be answered. The research questions were formulated on the criteria of their novelty, salience for the organizational dynamics, and sometimes due to lack of adequate research on variables taken in an organizational perspective, of course keeping in mind the postulated model.

A reference to Figure 1 would reveal that the present work consisted of a number of variables which were categorized into sectors for the ease of conceptual clarity. So far the relationships between some of the sectors have been examined and reported. In the following section, it was proposed to proceed with the examination of the relationships among variables. Consequently, the basic "model" depicted in Figure 1 needs to be further split into two more "part diagrams" represented in Figure 2 and Figure 3. The Figure 2 incorporates a more intensive representation of the "hypothesized" linkages among the sectors and the subsectors. The Figure 3 would be specifically concerned with the "hypothesized" linkages relating the sector b and the subsectors thereof with the sector c. All the three figures might be referred to as and when required depending upon the specific research questions arising out of the "hypothesized" linkages between sectors, subsectors, and variables or dimensions thereof. The descriptions of various further research questions and their respective treatments follow.

Question 4. What are the relationships between the dimensions of Person's Environment and Idealized Success?

Table 6 represents the results of CC in which Left Hand Variate composed of factors of Person's Environment (sector a) was related to Right Hand Variate composed of factors of Idealized Success. Here it needs to be pointed out that Idealized Success was conceived as a part of the Person Related Variables (sector b), and more specifically it was a part of Person's Values (subsector b1). However, considering that

— Hypothesized stronger linkages
 ---- Hypothesized weaker linkages

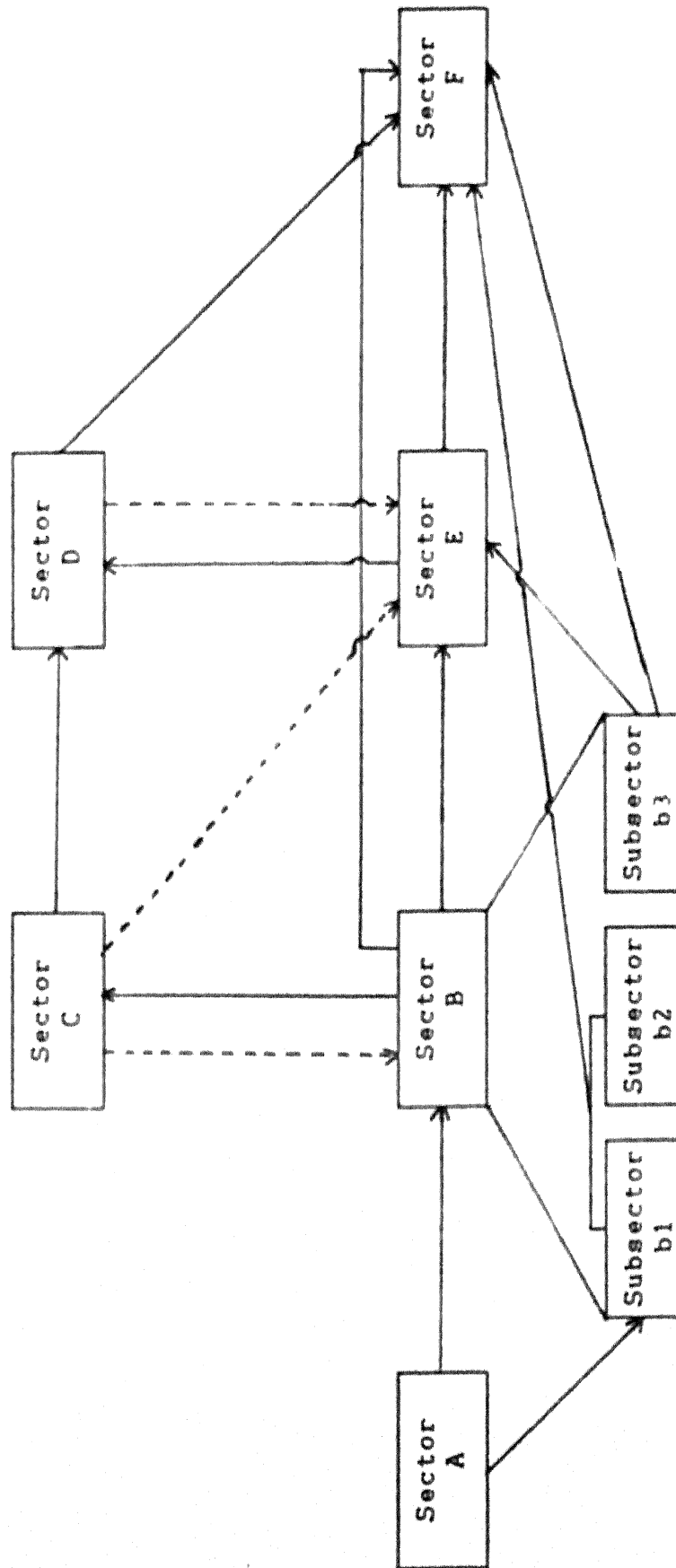


Figure 2. Showing the sectors, subsectors, and details of some of the hypothesized conceptual linkages among them.

— Hypothesized stronger linkages
---- Hypothesized weaker linkages

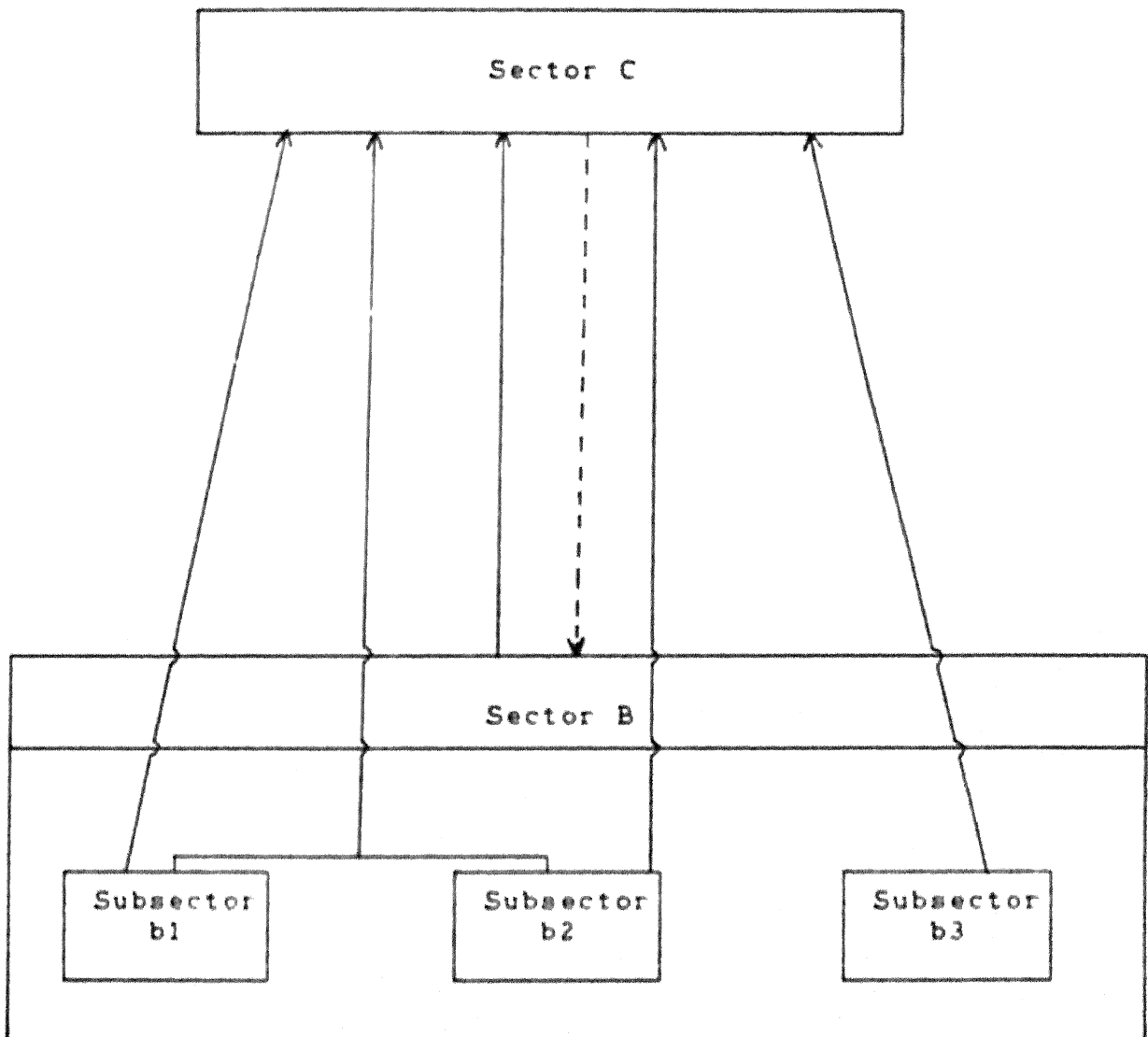


Figure 3. Showing the details of some of the hypothesized conceptual linkages between the sector c, and sector b and its subsectors.

Table 6

Canonical Correlations Showing Relationships between the Dimensions of Person's Environment and Idealized Success

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings |
|-------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | |
| SCE | 0.59 | 0.18 | 0.00 |
| COPCE | 0.29 | 0.59 | 0.03 |
| SAE | 0.76 | -0.07 | 0.05 |
| COPAE | 0.40 | 0.78 | 0.06 |
| IEAE | 0.53 | -0.13 | -0.01 |
| SPSE | 0.68 | -0.07 | -0.01 |
| COPPSE | 0.45 | 0.68 | -0.11 |
| IESPWE | 0.47 | -0.24 | 0.19 |
| COPPWE | 0.40 | 0.71 | -0.15 |
| AIRPWE | 0.43 | 0.04 | 0.59 |
| CCPWM | 0.67 | -0.16 | -0.10 |
| PSES | -0.03 | -0.08 | 0.12 |
| Right hand set ----- | | | |
| OS | 0.73 | -0.43 | -0.48 |
| OPSA | 0.33 | 0.94 | -0.14 |
| EUL | 0.73 | -0.15 | 0.09 |
| CL | 0.51 | 0.17 | -0.37 |
| LP | 0.86 | 0.05 | 0.24 |
| JPS | 0.38 | -0.06 | -0.27 |
| PA | 0.64 | -0.22 | -0.25 |
| ----- | | | |
| R_c^2 | 0.4842 | 0.4614 | 0.3530 |
| R_c^2 | 0.2344 | 0.2129 | 0.1246 |
| Chi-square | 230.16 | 150.02 | 78.22 |
| df | 84 | 66 | 50 |
| $p <$ | 0.01 | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.2616 | 0.1729 | 0.0371 |
| <u>Rdx</u> <u>LHS</u> | 0.0613 | 0.0368 | 0.0046 |
| Variance <u>RHS</u> | 0.3911 | 0.1663 | 0.0850 |
| <u>Rdx</u> <u>RHS</u> | 0.0917 | 0.0354 | 0.0106 |

Idealized Success was the main thrust variable in the present research, it was considered worthwhile to examine the relationship of the factors of Idealized Success with Variables in other sectors. This analysis was made by keeping Idealized Success factors out of sector b. Three CCs out of possible seven turned out to be significant.

The first CC results ($R_c = 0.48$, $R_c^2 = 0.23$, $X^2_{(84)} = 230.16$, $p < 0.01$) showed that factors of Idealized Success were related significantly to variables of Person's Environment. Both sets of variables mutually shared 23 per cent variance. R_{dx} (0.0917) for Right Hand Variate composed of factors of Idealized Success showed that 0.0917 out of total variance (0.3911) in Right Hand Variate was shared with variance in Left Hand Variate composed of variables of Person's Environment.

It may please be noted that in order to conserve space, the above mentioned details would be omitted from the description of subsequent canonical correlation analysis results. The values for statistical coefficients like R_c , R_c^2 , X^2 , p , and R_{dx} etc. may be had from the corresponding tabular presentation of the results.

In the present CC analysis, the first Left Hand Variate could be thought of as loaded positively with Stimulating Childhood Environment, Stimulating Adolescence Environment, Concern for "Own People" in Adolescence Environment, Independence Emphasis in Adolescence Environment, Stimulating Present Social Environment, Concern for "Own People" in Present Social Environment, Independence Emphasis and Stimulation in Present

Work Environment, Concern for "Own People" in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment, and Considerate and Competent Prevork Model. This variate was related significantly to Right Hand Variate that was loaded positively with Omnibus Success, "Own People" Success Archetype, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism factors of Idealized Success.

The second CC results showed that both sets of variables were related significantly to each other and mutually shared 21 per cent variance. The second Left Hand Variate composed of variables of Person's Environment reflected a situation that was marked by the presence of factors such as Concern for "Own People" in Childhood Environment, Concern for "Own People" in Adolescence Environment, Concern for "Own People" in Present Social Environment, and Concern for "Own People" in Present Work Environment. This Left Hand Variate was related Significantly to Right Hand Variate composed of factors of Idealized Success which could be thought of as representing a situation which is marked by presence of factor namely "Own People" Success Archetype but was lacked in terms of factor namely Omnibus Success.

The third CC results showed that both the variates mutually shared 12 per cent variance. The third Left Hand Variate could be thought of as loaded positively with Achievement and Independence Reinforcing Present Work Environment. This Left Hand Variate was related significantly to Right Hand Variate that was loaded negatively with Omnibus Success, and Comfortable Living.

In the previous section, some antecedents were related to the modes of Idealized Success. This was done for conceptual clarity sake. Nevertheless, those antecedents do not make only for differential Idealized Success forms. They might have a bearing on the value system in general of which Idealized Success would be but only a part. Other values that were hypothesized to be of relevance in study like this were Change-oriented Values, certain other instrumental and terminal values, and Work Ethic. These taken together would form the domain of Person's Values in this study. For the reason that Idealized Success may best not be treated in isolation of other important constituents of the domain of Person's Values, in the following section the relationship of idealized success would be explored with other values in the domain, and subsequently the subsector b1 as a whole would be related to the variables of Person's Environment (sector a) as well as with other subsections namely Person's Characteristics, and Person's Behaviors of the sector b.

Question 5. What are the relationships between the dimensions of Idealized Success and Person's Values?

Table 7 shows the results of CC in which Left Hand Variate composed of factors of Idealized Success was related to Right Hand Variate composed of factors of Person's Values. Two CCs out of possible seven turned out to be significant.

The first CC results showed that both the variates mutually shared 43 per cent variance. The Left Hand Variate could be thought to be loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestig

Table 7

Canonical Correlations Showing Relationships between the
Dimensions of Idealized Success and Person's Values

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings |
|-------------------------|----------------------------|----------------------------|
| Left hand set ----- | | |
| OS | 1.00 | 0.19 |
| OPSA | -0.17 | 0.02 |
| EWL | 0.84 | 0.22 |
| CL | 0.71 | 0.11 |
| LP | 0.61 | 0.53 |
| JPS | 0.78 | -0.09 |
| PA | 1.00 | -0.20 |
| Right hand set ----- | | |
| CV | 0.63 | 0.30 |
| VCACB | 1.00 | 0.01 |
| VWBUPE | 0.91 | -0.40 |
| VFH | 0.80 | -0.39 |
| VIHH | 0.92 | -0.15 |
| VIIIIL | 0.98 | 0.23 |
| WE | 0.93 | 0.08 |
| ----- | | |
| R_c^2 | 0.6536 | 0.3754 |
| R_c | 0.4272 | 0.1409 |
| Chi-square | 243.06 | 74.51 |
| df | 49 | 36 |
| p < | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.7732 | 0.0609 |
| <u>Rdx</u> <u>LHS</u> | 0.3303 | 0.0086 |
| Variance <u>RHS</u> | 0.8996 | 0.0690 |
| <u>Rdx</u> <u>RHS</u> | 0.3843 | 0.0097 |

and Stability, and Patriotism and Altruism. This Left Hand Variate was related significantly with Right Hand Variate that was loaded positively with Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, and Work Ethic.

The second CC results showed that both sets of variables mutually shared 14 per cent variance. The second Left Hand Variate could be thought to be loaded positively with Leadership and Power. This variate was related significantly to Right Hand Variate that was loaded positively with Change Value, and loaded negatively with Valuing A World of Beauty, A World at Peace, and Equality, and Valuing Forgiveness and Helpfulness.

Question 6. What are the relationships between the dimensions of Person's Environment and Person's Values?

This meant relating sector a with subsector b1. Table 8 shows the results of CC in which Left Hand Variate composed of factors of Person's Environment was related to Right Hand Variate composed of factors of Person's Values. Two CCs out of possible twelve turned out to be significant.

The first CC results showed that both the variates mutually shared 28 per cent variance. The first Left Hand Variate could be thought to be loaded negatively with Stimulating Childhood Environment, Stimulating Adolescence Environment, Independence Emphasis in Adolescence Environment, Stimulating Present Social Environment, Independence Emphasis and Stimulation in Present

Table 8

Canonical Correlations Showing Relationships between the Dimensions of Person's Environment and Person's Values

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings |
|-------------------------|----------------------------|----------------------------|
| Left hand set ----- | | |
| SCE | -0.37 | 0.42 |
| COPCE | 0.05 | 0.65 |
| SAE | -0.52 | 0.34 |
| COPAE | 0.06 | 0.87 |
| IEAE | -0.54 | 0.12 |
| SPSE | -0.44 | 0.31 |
| COPPSE | -0.03 | 0.87 |
| IESPWE | -0.38 | 0.06 |
| COPPWE | 0.08 | 0.89 |
| AIRPWE | -0.17 | 0.31 |
| CCPWM | -0.64 | 0.17 |
| PSES | -0.02 | -0.11 |
| Right hand set ----- | | |
| OS | -0.67 | 0.02 |
| OPSA | 0.16 | 0.98 |
| EWL | -0.52 | 0.26 |
| CL | -0.28 | 0.40 |
| LP | -0.54 | 0.50 |
| JPS | -0.27 | 0.15 |
| PA | -0.51 | 0.15 |
| CV | -0.58 | -0.08 |
| VCACB | -0.60 | 0.04 |
| VWBUPE | -0.42 | -0.22 |
| VFH | -0.41 | -0.14 |
| VIHH | -0.33 | -0.20 |
| VIIIL | -0.56 | 0.02 |
| WE | -0.39 | 0.05 |
| ----- | | |
| R_c^2 | 0.5304 | 0.4791 |
| R_c^2 | 0.2813 | 0.2295 |
| Chi-square | 319.50 | 221.55 |
| df | 168 | 143 |
| $p <$ | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.1238 | 0.2722 |
| <u>Rdx</u> <u>LHS</u> | 0.0348 | 0.0625 |
| Variance <u>RHS</u> | 0.2190 | 0.1137 |
| <u>Rdx</u> <u>RHS</u> | 0.0616 | 0.0261 |

Work Environment, and Considerate and Competent Prework Model. This variate was related significantly to Right Hand Variate that was loaded negatively with Omnibus Success, Excellent Work Life, Leadership and Power, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, and Work Ethic.

The second CC results showed that both Left and the Right Hand Sets of variables mutually shared 23 per cent variance. The second Left Hand Set of variables could be thought of as being loaded positively with Stimulating Childhood Environment, Concern for "Own People" in Childhood Environment, Stimulating Adolescence Environment, Concern for "Own People" in Adolescence Environment, Stimulating Present Social Environment, Concern for "Own People" in Present Social Environment, Concern for "Own People" in Present Work Environment, and Achievement and Independence Reinforcing Present Work Environment. This set of variables was related significantly to Right Hand Set of variables that was loaded positively with "Own People" Success Archetype, Comfortable Living, and Leadership and Power.

Question 7. What are the relationships between the dimensions of Person's Values and Person's Characteristics?

This meant relating subsector b1 with subsector b2. Table 1 presents the results of CC in which Left Hand Variate composed of factors of Person's Values was related to Right Hand Variate

Table 9

Canonical Correlations Showing Relationships between the
Dimensions of Person's Values and Person's Characteristics

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 |
|-----------------------|----------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings | Loadings |
| <u>Left hand set</u> | | | | | |
| OS | 0.85 | 0.29 | -0.19 | 0.03 | 0.07 |
| OPSA | 0.04 | -0.80 | -0.21 | 0.19 | -0.15 |
| EWL | 0.61 | 0.08 | -0.01 | 0.21 | 0.19 |
| CL | 0.71 | -0.29 | -0.13 | 0.32 | 0.21 |
| LP | 0.77 | -0.16 | 0.07 | 0.32 | 0.07 |
| JPS | 0.58 | -0.20 | -0.20 | -0.16 | 0.26 |
| PA | 0.92 | 0.00 | -0.01 | -0.21 | -0.16 |
| CV | 0.86 | -0.09 | 0.53 | -0.12 | -0.15 |
| VCACB | 0.96 | 0.02 | 0.00 | -0.22 | 0.32 |
| VWBUP | 0.49 | -0.11 | -0.11 | -0.60 | 0.17 |
| VFH | 0.59 | -0.02 | -0.05 | -0.41 | -0.09 |
| VIHH | 0.56 | 0.08 | -0.11 | -0.40 | 0.03 |
| VIIIL | 0.79 | 0.02 | 0.07 | -0.20 | 0.31 |
| UE | 1.00 | 0.16 | -0.26 | -0.01 | -0.08 |
| <u>Right hand set</u> | | | | | |
| EAF | 0.02 | -0.16 | 0.18 | 0.07 | 0.03 |
| IAF | 0.03 | 0.26 | 0.23 | 0.19 | -0.09 |
| EAS | 0.26 | -0.29 | -0.14 | -0.01 | -0.06 |
| IAS | 0.94 | 0.13 | 0.09 | 0.03 | -0.07 |
| LNSUS | 0.53 | -0.21 | 0.05 | 0.24 | -0.07 |
| HNSUS | 0.66 | -0.26 | 0.06 | 0.25 | 0.04 |
| PS | 0.96 | -0.08 | 0.12 | -0.28 | -0.21 |
| CW | 0.87 | -0.06 | 0.08 | -0.10 | -0.14 |
| DCSP | 1.00 | 0.29 | -0.12 | 0.06 | -0.12 |
| DA | 0.77 | -0.10 | -0.01 | 0.41 | 0.21 |
| TG | -0.30 | -0.23 | 0.35 | 0.03 | -0.25 |
| RPG | 0.55 | -0.31 | 0.02 | 0.22 | 0.21 |
| SG | 0.50 | -0.05 | -0.16 | -0.29 | 0.15 |
| RNG | -0.11 | -0.12 | 0.47 | 0.16 | -0.12 |
| CCPFUM | 0.70 | 0.10 | 0.30 | -0.12 | 0.23 |
| SCSUM | 0.11 | -0.36 | -0.03 | 0.17 | 0.05 |
| LPCI | -0.08 | -0.17 | -0.17 | -0.01 | -0.08 |
| ILC | 0.74 | -0.14 | 0.13 | 0.10 | 0.00 |
| ELC | 0.18 | -0.52 | -0.12 | -0.18 | -0.04 |
| n-ach. | 0.85 | -0.09 | 0.09 | 0.05 | 0.05 |
| n-power | 0.43 | -0.37 | -0.08 | 0.34 | -0.09 |
| OPA | 0.18 | -0.55 | -0.10 | 0.04 | -0.21 |

(table continues)

Table 9 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 |
|--------------|----------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings | Loadings |
| PSC | 0.44 | 0.53 | -0.14 | 0.02 | 0.32 |
| SC | 0.85 | 0.20 | -0.03 | -0.05 | -0.17 |
| FEPF | -0.00 | -0.02 | 0.12 | 0.59 | -0.01 |
| FIPF | -0.22 | 0.04 | -0.06 | -0.08 | 0.04 |
| R_c^2 | 0.7961 | 0.6145 | 0.5092 | 0.4874 | 0.4503 |
| R_c^2 | 0.6338 | 0.3776 | 0.2593 | 0.2376 | 0.2028 |
| Chi-square | 873.99 | 583.20 | 445.91 | 359.01 | 280.50 |
| df | 364 | 325 | 288 | 253 | 220 |
| $p <$ | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 |
| Variance LHS | 0.5695 | 0.0668 | 0.0381 | 0.0813 | 0.0336 |
| Rdx LHS | 0.3610 | 0.0252 | 0.0099 | 0.0193 | 0.0068 |
| Variance RHS | 0.3405 | 0.0693 | 0.0284 | 0.0438 | 0.0208 |
| Rdx RHS | 0.2158 | 0.0262 | 0.0074 | 0.0104 | 0.0042 |

composed of variables of Person's Characteristics. Five CCs out of possible fourteen turned out to be significant.

The first CC results showed that both the variates mutually shared 63 per cent variance. The first Left Hand Variate could be thought of as loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination and Logic, and Work Ethic. This Left Hand Variate was related significantly to Right Hand Variate that was loaded positively with Internal Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Rajas Positive Guna, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Need for Power, Positive Self-concept, Self-confidence, and loaded negatively with Tamas Guna.

The second CC results showed that both the variates mutually shared 38 per cent variance. The second Left Hand Variate represented a situation that lacked in terms of factor namely "Own People" Success Archetype. This Left Hand Variate was related significantly to Right Hand Variate which could be thought of as representing a situation that was marked by

presence of factor namely Positive Self-concept but lacked in terms of factors such as Rajas Positive Guna, Self-centered and Spontaneous Work Model, External Locus of Control, Need for Power, and Opinion toward Physical Attractiveness.

The third CC results showed that both canonical variates mutually shared 26 per cent variance. The third Left Hand Variate could be thought of as loaded positively with Change Value. This variate was related significantly to Right Hand Variate that was loaded positively with Tamas Guna, Rajas Negative Guna, and Competent, Considerate, Proper, and Forward Work Model.

The fourth CC results showed that both sets of variables shared 24 per cent variance. The fourth Left Hand Variate could be thought to be loaded positively with Comfortable Living, and Leadership and Power, and loaded negatively with Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, and Valuing Inner Harmony and Happiness. This variate was related significantly to Right Hand Variate which could be thought to be loaded positively with Dominant and Ambitious, Need for Power, and Factor E of 16 PF.

The fifth CC results showed that both variates shared 20 per cent variance. The fifth Left Hand Variate could be thought of as being loaded positively with Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, and Valuing Intellect, Independence, Imagination, and Logic. This variate was related significantly to Right Hand Variate that was loaded positively with Positive Self-concept.

Question 8. What are the relationships between the dimensions of Person's Characteristics and Person's Behaviors?

This meant relating subsector b2 with subsector b3. Table 10 shows results of CC in which Left Hand Variate composed of Variables of Person's Characteristics (subsector b2) was related to Right Hand Variate composed of variables of Person's Behaviors (subsector b3). Five CCs out of possible seventeen turned out to be significant.

The first CC results showed that both canonical variate mutually shared 66 per cent variance. The first Left Hand Variate could be thought to be loaded positively with Internal Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Need for Power, Positive Self-concept, and Self-confidence, and loaded negatively with Tamas Guna, and Factor I of 16 PF. This variate was related significantly to Right Hand Variate that was loaded positively with Self-actualizing Behavior, Indispensability Directed toward Superiors, Amicability Directed toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual

Table 10

Canonical Correlations Showing Relationships between the
Dimensions of Person's Characteristics and Person's Behaviors

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 |
|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings | ----- Loadings | ----- Loadings |
| <u>Left hand set</u> | | | | | |
| EAF | -0.00 | 0.40 | 0.32 | -0.12 | -0.02 |
| IAF | 0.07 | 0.07 | -0.11 | -0.08 | -0.02 |
| EAF | 0.23 | 0.44 | 0.01 | 0.03 | 0.24 |
| IAS | 0.86 | -0.07 | 0.10 | 0.02 | 0.30 |
| LNSUS | 0.55 | 0.35 | -0.19 | -0.13 | 0.26 |
| HNSUS | 0.66 | 0.50 | 0.05 | 0.04 | 0.04 |
| PS | 0.93 | 0.08 | 0.03 | 0.01 | -0.00 |
| CW | 0.86 | 0.19 | -0.12 | -0.03 | 0.14 |
| DCSP | 1.00 | -0.02 | -0.09 | 0.14 | -0.07 |
| DA | 0.64 | 0.29 | -0.13 | 0.17 | -0.03 |
| TG | -0.31 | 0.53 | -0.11 | -0.20 | 0.28 |
| RPG | 0.29 | 0.45 | 0.25 | 0.25 | 0.05 |
| SG | 0.57 | 0.02 | -0.05 | 0.21 | -0.11 |
| RNG | -0.14 | 0.45 | 0.09 | 0.03 | 0.14 |
| CCPFWM | 0.71 | -0.18 | 0.18 | -0.14 | 0.01 |
| SCSUM | -0.00 | 0.60 | 0.03 | -0.16 | -0.14 |
| LPCI | 0.01 | 0.25 | 0.18 | 0.17 | -0.04 |
| ILC | 0.84 | 0.22 | 0.12 | 0.05 | -0.04 |
| ELC | 0.08 | 0.58 | 0.12 | 0.10 | 0.06 |
| n-ach. | 1.00 | 0.24 | 0.01 | -0.19 | -0.20 |
| n-power | 0.30 | 0.74 | 0.13 | 0.02 | -0.15 |
| OPA | 0.08 | 0.80 | 0.07 | -0.08 | -0.03 |
| PSC | 0.44 | -0.76 | 0.33 | -0.07 | 0.12 |
| SC | 0.74 | 0.01 | 0.36 | 0.03 | 0.09 |
| FEPF | -0.02 | 0.18 | -0.08 | 0.07 | -0.01 |
| FIPF | -0.30 | -0.11 | 0.11 | -0.03 | 0.11 |
| <u>Right hand set</u> | | | | | |
| SAB | 1.00 | -0.05 | 0.27 | 0.33 | -0.02 |
| ODDSp | -0.12 | 0.90 | -0.28 | 0.10 | 0.12 |
| ISDSp | 0.64 | 0.16 | 0.49 | 0.09 | 0.14 |
| ADSp | 0.36 | 0.38 | 0.01 | -0.06 | 0.16 |
| NCTSp | -0.07 | 0.36 | 0.25 | -0.09 | 0.24 |
| OPOEDSp | 0.38 | 0.41 | 0.04 | -0.08 | -0.07 |
| RADSp | 0.41 | 0.42 | 0.01 | -0.06 | -0.07 |
| TPEDC | -0.23 | 0.81 | -0.33 | 0.07 | -0.04 |
| NCTC | -0.11 | 0.38 | 0.11 | -0.16 | 0.35 |
| TPEDSb | -0.14 | 0.73 | -0.22 | 0.02 | -0.06 |
| EDDSb | 0.57 | 0.18 | 0.31 | 0.05 | -0.18 |

(table continues)

Table 10 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 |
|------------------------|----------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings | Loadings |
| NDCDSb | -0.11 | 0.81 | -0.22 | 0.04 | -0.02 |
| QTB | 0.95 | -0.04 | -0.54 | -0.09 | -0.15 |
| QSDM | 1.00 | -0.01 | -0.28 | 0.10 | 0.24 |
| QPM | 0.92 | -0.07 | -0.43 | 0.03 | -0.03 |
| NOKS | 0.11 | 1.00 | 0.08 | -0.06 | -0.12 |
| OKS | 1.00 | 0.16 | 0.22 | -0.25 | 0.02 |
| <u>Rc</u> ₂ | 0.8116 | 0.7444 | 0.5895 | 0.4715 | 0.4465 |
| <u>Rc</u> | 0.6587 | 0.5541 | 0.3475 | 0.2223 | 0.1994 |
| Chi-square | 1083.16 | 773.58 | 540.97 | 417.99 | 345.60 |
| df | 442 | 400 | 360 | 322 | 286 |
| <u>p</u> | 0.01 | 0.01 | 0.01 | 0.01 | 0.05 |
| Variance <u>LHS</u> | 0.3407 | 0.1643 | 0.0254 | 0.0148 | 0.0184 |
| <u>Rdx</u> <u>LHS</u> | 0.2244 | 0.0910 | 0.0088 | 0.0033 | 0.0037 |
| Variance <u>RHS</u> | 0.3949 | 0.2772 | 0.0696 | 0.0157 | 0.0226 |
| <u>Rdx</u> <u>RHS</u> | 0.2601 | 0.1536 | 0.0242 | 0.0035 | 0.0045 |

Development, Quality through Productivity Management, and O.K. Styles.

The second CC results showed that both sets of variables mutually shared 55 per cent variance. The second Left Hand Variate could be thought of as representing a situation which was marked by the presence of factors such as External Attribution in Failure, External Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Tamas Guna, Rajas Positive Guna, Rajas Negative Guna, Self-centered and Spontaneous Work Model, External Locus of Control, Need for Power, Opinion toward Physical Attractiveness, but was lacked in terms of factor namely Positive Self-concept. This variate was related significantly to Right Hand Variate that could be thought of as representing a situation that was marked by presence of factors such as Omnibus Diplomacy Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversia and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Noncontroversi and Tolerant toward Coworkers, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Name Dropping and Concerning Directed toward Subordinates, and Not O.K. Styles.

The third CC results showed that both the variates mutually shared 35 per cent variance. The third Left Hand Variate could be thought of as being loaded positively with External Attribution in Failure, Positive Self-concept, and Self-

confidence. This variate was related significantly to Right Hand Variate that was loaded positively with Expertise Display Directed toward Subordinates, and loaded negatively with Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Quality through Team Building, and Quality through Productivity Management.

The fourth CC would not be described as it did not have loadings $\pm .30$ in Left Hand Variate.

The fifth CC results showed that both sets of variables mutually shared 20 per cent variance. The fifth Left Hand Set could be thought to be loaded positively with Internal Attribution in Success. This set was related significantly to Right Hand Set that was loaded positively with Noncontroversial and Tolerant toward Coworkers.

The sector b comprised variables that could be thought of as representing the bits of the contents of an individual. In terms of the classic stimulus--organism--response paradigm, the sector b could be identified with entity of the organism. By way of fragmentation, the sector b was further subdivided in terms of three subsectors representing the values, the characteristics, and the behaviors. Technically speaking, these three segments do represent three domains of the contents of an organism, that is, the individual. The analytical scheme in this research would take both analysis and synthesis as the approaches to understand the dynamics of variables in an organizational setting. Consequently, so far the relationships examined comprised the relationships between environment--values, values--characteristics and characteristics--behaviors. Attempting to collate the Person

Related Variables in a rearranged fashion, it may not be out of place to collapse these three categories into just two. Presuming that behavior may be described as any measurable response of an organism, it may constitute a class separate than the characteristics that may constitute the antecedents that prompt the so-called behaviors. Both values and (the variables subsumed under the category of) person's characteristics could thus constitute the domain of such antecedents. Thus it would be worthwhile to see how the person's values and the variables termed as characteristics taken together (and thus forming a larger domain of characteristics as contrasted with behavior) relate to the person's behaviors. This would mean relating subsectors b1 and b2 (taken together) with the subsector b3. Consequently, a next research question would be the following.

Question 9. What are the relationships of the dimensions of Person's Values and Characteristics with the dimensions of Person's Behaviors?

This meant relating subsectors b1 and b2 with subsector b3. Table 11 shows the results of CC in which Left Hand Variate composed of variables of Person's Values and Characteristics with Right Hand Variate composed of variables of Person's Behaviors. Six CCs out of possible seventeen turned out to be significant.

The first CC results showed that both sets of variables mutually shared 71 per cent variance. The first Left Hand Variate could be thought to be loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, Patriotism and Altruism,

Table 11

Canonical Correlations Showing Relationships of the Dimensions
of Person's Values and Characteristics with Person's Behaviors

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 | Set 6 |
|----------------------|----------|----------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings | Loadings | Loadings |
| <u>Left hand set</u> | | | | | | |
| OS | 0.77 | -0.09 | 0.04 | 0.20 | 0.06 | 0.06 |
| OPSA | -0.15 | 0.87 | 0.02 | 0.19 | 0.19 | 0.13 |
| EWL | 0.50 | -0.15 | -0.00 | 0.21 | -0.11 | 0.03 |
| CL | 0.46 | 0.41 | 0.08 | 0.01 | -0.05 | 0.03 |
| LP | 0.62 | 0.33 | -0.03 | 0.04 | 0.11 | -0.12 |
| JPS | 0.50 | 0.03 | 0.08 | 0.17 | 0.07 | 0.22 |
| PA | 0.84 | 0.22 | -0.08 | 0.15 | 0.13 | -0.01 |
| CV | 0.67 | 0.16 | 0.07 | -0.13 | 0.11 | -0.19 |
| VCACB | 0.86 | -0.03 | 0.26 | 0.07 | -0.06 | -0.13 |
| VUBWPE | 0.55 | -0.13 | 0.07 | 0.08 | -0.01 | -0.01 |
| VFH | 0.65 | -0.04 | -0.05 | 0.15 | -0.11 | -0.08 |
| VIHH | 0.73 | -0.10 | 0.06 | 0.33 | 0.01 | 0.09 |
| VIIIL | 0.86 | -0.03 | -0.04 | 0.13 | 0.10 | 0.03 |
| WE | 1.00 | -0.04 | 0.22 | -0.09 | -0.07 | 0.10 |
| EAF | -0.01 | 0.39 | 0.31 | 0.07 | 0.08 | -0.06 |
| IAF | 0.03 | 0.11 | -0.09 | -0.10 | 0.01 | -0.08 |
| EAS | 0.18 | 0.49 | 0.05 | 0.14 | -0.03 | 0.16 |
| IAS | 0.83 | 0.03 | 0.04 | -0.02 | -0.18 | -0.00 |
| LNSWS | 0.04 | 0.47 | -0.15 | -0.00 | -0.04 | -0.05 |
| HNSWS | 0.53 | 0.61 | 0.04 | -0.02 | -0.16 | -0.17 |
| PS | 0.88 | 0.23 | -0.00 | 0.03 | 0.01 | 0.09 |
| CW | 0.75 | 0.34 | -0.15 | -0.06 | -0.13 | -0.12 |
| DCSP | 1.00 | 0.16 | -0.17 | 0.02 | -0.10 | -0.00 |
| DA | 0.53 | 0.41 | -0.20 | 0.12 | -0.12 | -0.20 |
| TG | -0.37 | 0.50 | 0.05 | -0.17 | -0.06 | 0.24 |
| RPG | 0.22 | 0.50 | 0.16 | 0.25 | -0.12 | -0.13 |
| SG | 0.53 | 0.10 | -0.11 | 0.12 | -0.05 | 0.01 |
| RNG | -0.20 | 0.42 | 0.12 | -0.04 | -0.13 | -0.01 |
| CCPFUM | 0.70 | -0.08 | 0.09 | -0.11 | 0.03 | -0.20 |
| SCSUM | -0.10 | 0.64 | 0.10 | -0.05 | 0.08 | -0.12 |
| LPCI | -0.01 | 0.24 | 0.14 | 0.09 | -0.06 | 0.01 |
| ILC | 0.77 | 0.33 | 0.03 | 0.06 | -0.03 | -0.14 |
| ELC | 0.02 | 0.60 | 0.17 | 0.12 | -0.03 | 0.18 |
| n-ach. | 0.90 | 0.41 | -0.02 | -0.21 | 0.03 | -0.18 |
| n-power | 0.16 | 0.79 | 0.13 | -0.01 | -0.13 | -0.12 |
| OPA | -0.05 | 0.84 | 0.21 | -0.10 | -0.04 | 0.12 |
| PSC | 0.56 | -0.78 | 0.16 | -0.04 | -0.03 | -0.09 |
| SC | 0.75 | 0.07 | 0.21 | 0.11 | -0.04 | -0.14 |

(table continues)

Table 11 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 | Set 5 | Set 6 |
|----------------|----------|----------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings | Loadings | Loadings |
| FEPF | -0.08 | 0.20 | -0.08 | 0.01 | -0.06 | -0.18 |
| FIPF | -0.25 | -0.17 | 0.10 | 0.06 | -0.01 | -0.04 |
| Right hand set | | | | | | |
| SAB | 1.00 | 0.05 | 0.12 | 0.26 | -0.07 | 0.06 |
| ODDSp | -0.32 | 1.00 | -0.23 | 0.10 | 0.01 | 0.05 |
| ISDSp | 0.64 | 0.26 | 0.06 | 0.32 | -0.05 | -0.19 |
| ADSp | 0.28 | 0.57 | 0.08 | 0.06 | -0.04 | 0.07 |
| NCTSp | -0.00 | 0.39 | 0.30 | 0.22 | 0.25 | 0.23 |
| OPOEDSp | 0.36 | 0.54 | 0.03 | 0.18 | 0.18 | -0.01 |
| RADSp | 0.36 | 0.58 | -0.08 | 0.24 | 0.21 | -0.06 |
| TPEDC | -0.41 | 0.97 | -0.26 | -0.01 | 0.17 | 0.16 |
| NCTC | -0.07 | 0.40 | 0.19 | 0.07 | 0.12 | 0.30 |
| TPEDSb | -0.29 | 0.89 | -0.18 | -0.03 | 0.17 | 0.21 |
| EDDSb | 0.53 | 0.27 | 0.18 | 0.11 | 0.00 | -0.26 |
| NDCDSb | -0.35 | 0.93 | -0.13 | 0.05 | -0.11 | -0.05 |
| QTB | 0.86 | 0.21 | -0.58 | -0.10 | 0.16 | -0.11 |
| QSM D | 0.92 | 0.12 | -0.36 | -0.00 | -0.26 | 0.04 |
| QPM | 0.88 | 0.08 | -0.37 | -0.02 | -0.07 | 0.35 |
| NOKS | -0.08 | 1.00 | 0.21 | -0.07 | -0.11 | -0.02 |
| OKS | 1.00 | 0.33 | 0.23 | -0.31 | 0.04 | -0.10 |
| R_c^2 | 0.8399 | 0.7857 | 0.6491 | 0.5690 | 0.5471 | 0.5165 |
| R_c | 0.7054 | 0.6173 | 0.4213 | 0.3238 | 0.2993 | 0.2668 |
| Chi-square | 1491.57 | 1148.18 | 878.29 | 724.57 | 614.62 | 514.67 |
| df | 680 | 624 | 570 | 578 | 468 | 420 |
| p > | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 |
| Variance LHS | 0.3557 | 0.1590 | 0.0164 | 0.0158 | 0.0079 | 0.0150 |
| Rdx LHS | 0.2509 | 0.0981 | 0.0069 | 0.0051 | 0.0024 | 0.0040 |
| Variance RHS | 0.3839 | 0.3926 | 0.0619 | 0.0268 | 0.0201 | 0.0281 |
| Rdx RHS | 0.2708 | 0.2423 | 0.0261 | 0.0087 | 0.0060 | 0.0075 |

Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, and Work Ethic factors of Person's Values; Internal Attribution in Success, Higher level Needs Satisfying Work Situations, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-Concept, and Self-Confidence factors of Person's Characteristics. This variate was related significantly to Right Hand Variate that was loaded positively with Self-actualizing Behavior, Indispensability of Self Directed toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles and loaded negatively with Omnibus Diplomacy Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, and Name Dropping and Cornering Directed toward Subordinates factors of Person's Behaviors.

The second CC showed that both variates mutually shared 62 per cent variance. The second Left Hand Variate represented a situation that was marked by presence of variables such as "Own

People" Success Archetype, Comfortable Living, and Leadership and Power of Person's Values; External Attribution in Failure, External Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Creative and Witty, Dominant and Ambitious, Tamas Guna, Rajas Positive Guna, Rajas Negative Guna, Self-centered and Spontaneous Work Model, Internal Locus of Control, External Locus of Control, Need for Achievement, Need for Power, and Opinion toward Physical Attractiveness factors of Person's Characteristics and lacked in terms of factor namely Positive Self-concept of Person's Characteristics. This variate was related significantly to Right Hand Variate that represented a situation which was marked by presence of factors such as Omnibus Diplomacy Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Noncontroversial and Tolerant toward Coworkers, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Name Dropping and Cornering Directed toward Subordinates, Not O.K. Styles, and O.K. Styles of Person's Behaviors.

The third CC results showed that both the canonical variates mutually shared 42 per cent variance. The third Left Hand Variate could be thought to be loaded positively with External Attribution in Failure factor of Person's Characteristics. This Left Hand Variate was related significantly to Right Hand Variate that was loaded positively with Noncontroversial and Tolerant

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toward Superiors, and loaded negatively with Quality through Team Building, Quality through Self and Mutual Development, and Quality through Productivity Management factors of Person's Behaviors.

The fourth CC results showed that the Left and the Right Hand Set of variables mutually shared 32 per cent variance. The fourth Left Hand Variate represented a situation which was marked by presence of factor namely Valuing Inner Harmony and Happiness of Person's Values. This variate was related significantly to Right Hand Variate which could be thought of as representing a situation that was marked by presence of factor namely Indispensability of Self Directed toward Superiors but lacked in terms of factor namely O.K. Styles of Person's Behaviors.

The fifth and sixth canonical correlations would not be described as they did not have loadings ± 0.30 .

Looking at the Figure 1, it appears pragmatic that at this point of description of results, the relationship of sector a with sector b should be described. However, it may be noted that the relationship of sector a with sector b constituted one of the primary concern while relating the sectors as a whole, and as such this relationship has already been described earlier.

In the following section, the relationship of some of the Person Level Outcomes with other relevant variables would be explored. It would be reasoned that the Person Level Outcomes are the products of a number of person and organization related variables. Based on this reasoning, the sectors a, b, c, and d would be related to sector e with various combinations.

Question 10. What are the relationships of the dimensions of Person's Values and Characteristics with the dimensions of Person Level Outcomes?

Table 12 shows the results of CC in which Left Hand Variate composed of factors of Person's Values and Characteristics was related to Right Hand Variate composed of factors of Person Level Outcomes. Four CCs out of possible seven turned out to be significant.

The first CC results showed that both the variates mutually shared 47 per cent variance. The Left Hand Variate could be thought to be loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, and Work Ethic factors of subsector b1; Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-concept, and Self-confidence factors of Person's Characteristics; and loaded negatively with Tamas Guna, and Rajas Negative Guna factors of Person's Characteristics. This variate was related significantly with Right Hand Variate that was loaded positively with Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance.

Canonical Correlations Showing Relationships of the
Dimensions of Person's Values and Characteristics with
Person Level Outcomes

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|---------------|----------|----------|----------|----------|
| | ----- | ----- | ----- | ----- |
| | Loadings | Loadings | Loadings | Loadings |
| <hr/> | | | | |
| Left hand set | | | | |
| ----- | | | | |
| OS | 0.53 | -0.14 | -0.36 | -0.10 |
| OPSA | -0.05 | 0.21 | 0.10 | -0.16 |
| EWL | 0.69 | -0.19 | -0.26 | -0.09 |
| CL | 0.37 | 0.09 | -0.01 | -0.16 |
| LP | 0.48 | -0.11 | 0.05 | -0.01 |
| JPS | 0.40 | 0.18 | -0.20 | -0.16 |
| PA | 0.60 | 0.15 | -0.09 | -0.11 |
| CV | 0.30 | -0.17 | 0.05 | -0.02 |
| VCACB | 0.57 | -0.01 | -0.12 | -0.19 |
| VUBWPE | 0.48 | 0.16 | -0.04 | -0.06 |
| VFH | 0.36 | 0.02 | 0.04 | -0.03 |
| VIHH | 0.52 | 0.04 | -0.25 | 0.01 |
| VIIIL | 0.34 | -0.04 | -0.09 | -0.04 |
| WE | 0.67 | 0.12 | -0.06 | 0.01 |
| EAf | -0.21 | 0.12 | -0.29 | 0.01 |
| IAf | -0.03 | -0.27 | 0.03 | 0.16 |
| EAS | 0.22 | 0.14 | -0.02 | -0.10 |
| IAS | 0.66 | -0.26 | -0.13 | -0.08 |
| LNSWS | 0.22 | -0.08 | 0.04 | 0.32 |
| HNSWS | 0.20 | 0.14 | 0.11 | 0.09 |
| PS | 0.45 | 0.18 | 0.10 | 0.07 |
| CW | 0.53 | 0.02 | 0.19 | 0.01 |
| DCSP | 0.79 | 0.06 | 0.04 | 0.19 |
| DA | 0.58 | -0.03 | 0.14 | -0.06 |
| TG | -0.37 | 0.02 | -0.04 | 0.10 |
| RPG | 0.12 | 0.13 | 0.03 | -0.20 |
| SG | 0.56 | 0.25 | -0.11 | 0.04 |
| RNG | -0.30 | -0.07 | -0.09 | 0.07 |
| CCPFUM | 0.49 | -0.20 | -0.07 | 0.19 |
| SCSUM | -0.07 | 0.11 | -0.04 | 0.07 |
| LPCI | 0.10 | 0.31 | -0.01 | 0.10 |
| ILC | 0.68 | 0.04 | 0.24 | 0.04 |
| ELC | -0.08 | 0.32 | 0.01 | -0.13 |
| n-ach. | 0.54 | 0.03 | 0.11 | 0.02 |
| n-power | 0.21 | 0.01 | 0.12 | -0.20 |
| OPA | -0.16 | 0.19 | 0.12 | 0.05 |
| PSC | 0.43 | -0.08 | -0.11 | -0.17 |
| SC | 0.63 | 0.09 | -0.04 | 0.08 |

(table continues)

Table 12 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|-----------------------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings |
| FEPF | 0.12 | -0.12 | 0.11 | 0.05 |
| FIPF | -0.07 | -0.12 | -0.11 | -0.33 |
| Right hand set | | | | |
| JPC | 0.22 | -0.18 | 0.18 | -0.04 |
| S | 0.01 | 0.51 | 0.35 | 0.30 |
| FS | 0.20 | -0.36 | 0.22 | 0.46 |
| PSSI | 0.90 | -0.08 | 0.35 | -0.16 |
| I | 0.50 | -0.10 | 0.19 | 0.45 |
| ECD | 0.76 | -0.02 | 0.12 | -0.00 |
| JP | 0.95 | 0.14 | -0.43 | 0.19 |
| Rc_2 | 0.6820 | 0.5560 | 0.4893 | 0.4453 |
| Rc | 0.4651 | 0.3091 | 0.2395 | 0.1983 |
| Chi-square | 555.21 | 376.28 | 270.53 | 192.25 |
| df | 280 | 234 | 190 | 148 |
| $p >$ | 0.01 | 0.01 | 0.01 | 0.05 |
| Variance <u>LHS</u> | 0.1891 | 0.0225 | 0.0174 | 0.0167 |
| <u>Rdx</u> <u>LHS</u> | 0.0879 | 0.0070 | 0.0042 | 0.0033 |
| Variance <u>RHS</u> | 0.3747 | 0.0647 | 0.0814 | 0.0819 |
| <u>Rdx</u> <u>RHS</u> | 0.1742 | 0.0200 | 0.0195 | 0.0163 |

The second CC results showed that both of the sets mutually shared 31 per cent Variance. The second Left Hand Set could be thought to be loaded positively with LPC Index, and External Locus of Control factors of Person's Characteristics. This Set was related significantly to Right Hand Set that was loaded positively with Seniority, and loaded negatively with Financial Status.

The third CC results showed that both the variates mutually shared 24 per cent variance. The third Left Hand Variate could be thought to be loaded negatively with Omnibus Success. This variate was related significantly to Right Hand Variate that was loaded positively with Seniority, and Perceived Self-success Index, and loaded negatively with Job Performance.

The fourth CC results showed that both the variates mutually shared 20 per cent variance. The fourth Left Hand Variate could be thought to be loaded positively with Lower level Needs, Satisfying Work Situations, and loaded negatively with Factor I of 16 PF. This variate was related significantly to Right Hand Variate that was loaded positively with Seniority, Financial Status, and Innovation.

Question 11. What are the relationships between the dimensions of Person's Behaviors and Person Level Outcomes?

Table 13 presents results of CC in which Left Hand Variate composed of dimensions of Person's Behaviors (subsector b3) was related to Right Hand Variate composed of dimensions of Person Level Outcomes (sector e). Three CCs out of possible seven turned out to be significant.

Table 13

Canonical Correlations Showing Relationship between the
Dimensions of Person's Behaviors and Person Level Outcomes

| Variables | Set 1 | Set 2 | Set 3 |
|------------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings |
| <u>Left hand set</u> | | | |
| SAB | 0.71 | 0.21 | 0.42 |
| ODDSp | -0.28 | -0.38 | 0.30 |
| ISDSp | 0.60 | 0.21 | 0.06 |
| ADSp | -0.05 | -0.07 | 0.30 |
| NCTSp | -0.03 | 0.11 | 0.39 |
| OPOEDSp | 0.20 | -0.10 | 0.18 |
| RADSp | 0.32 | -0.09 | 0.42 |
| TPEDC | -0.37 | -0.42 | 0.27 |
| NCTC | -0.15 | 0.13 | 0.38 |
| TPEDSb | -0.25 | -0.26 | 0.24 |
| EDDSb | 0.40 | 0.12 | -0.00 |
| NDCDSb | -0.27 | -0.37 | 0.32 |
| QTB | 0.99 | -0.34 | -0.11 |
| QSMd | 1.00 | -0.25 | 0.09 |
| QPM | 0.84 | -0.08 | 0.12 |
| NOKS | -0.12 | -0.27 | 0.45 |
| OKS | 0.93 | 0.16 | 0.16 |
| <u>Right hand set</u> | | | |
| JPC | 0.37 | 0.43 | -0.15 |
| S | 0.17 | 0.04 | 0.19 |
| FS | 0.54 | 0.03 | -0.46 |
| PSSI | 0.90 | -0.19 | 0.04 |
| I | 0.90 | -0.33 | 0.13 |
| ECD | 0.85 | 0.15 | -0.29 |
| JP | 0.90 | 0.29 | 0.44 |
| ----- | | | |
| <u>Rc</u> ₂ | 0.6278 | 0.4318 | 0.3253 |
| <u>Rc</u> | 0.3942 | 0.1865 | 0.1058 |
| Chi-square | 314.08 | 164.99 | 103.60 |
| <u>df</u> | 119 | 96 | 75 |
| <u>p</u> < | 0.01 | 0.01 | 0.05 |
| Variance <u>LHS</u> | 0.3043 | 0.0561 | 0.0803 |
| <u>Rdx</u> <u>LHS</u> | 0.1199 | 0.0105 | 0.0085 |
| Variance <u>RHS</u> | 0.5131 | 0.0628 | 0.0802 |
| <u>Rdx</u> <u>RHS</u> | 0.2020 | 0.0117 | 0.0085 |

The first CC results showed that both the variates mutually shared 39 per cent variance. The first Left Hand Variate could be thought to be loaded positively with Self-actualizing Behavior, Indispensability of Self Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles, and loaded negatively with Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers. This variate was related significantly to Right Hand Variate that was loaded positively with Job or Position Change, Financial Status, Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance.

The second CC results showed that both sets of variables shared 19 per cent variance. The second Left Hand Set of variables represented a situation that lacked in terms of factors such as Omnibus Diplomacy Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Name Dropping and Cornering Directed toward Subordinates, and Quality through Team Building. This variate was related significantly to Right Hand Variate that could be thought of as representing a situation where role incumbents lacked Innovation. However, Job or Position Change was present there.

The third CC results showed that both the sets mutually shared 11 per cent of variance. The third Left Hand Set of variables was thought of as loaded positively with Self-

actualizing Behavior, Omnibus Diplomacy Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Noncontroversial and Tolerant toward Coworkers, Name Dropping and Cornering Directed toward Subordinates, and Not O.K. Styles. This set of variables was related significantly to Right Hand Set of variables that was thought of as loaded positively with Job Performance, and loaded negatively with Financial Status.

At this point, it seems necessary to describe the results of relationships between sector b as a whole and sector e. However, it may be noted that this relationship has already been described earlier. Therefore, a repeat description of b - e relationship is dispensed with. Consequently, the description of the relationships of variables of sector a and b with sector e would be taken up.

Question 12. What are the relationships of the dimensions of Person's Environment and Person Related Variables with the dimensions of Person Level Outcomes?

Table 14 presents results of CC in which Left Hand Variate composed of dimensions of Person's Environment and Person Related Variables (sectors a and b) was related to Right Hand Variate composed of dimensions of Person Level Outcomes (sector e). Four CCs out of possible seven turned out to be significant.

The first CC results showed that both the variates mutually shared 60 per cent of variance. The first Left Hand Variate could be thought to be loaded positively with Independence

Table 14

Canonical Correlations Showing Relationships of the
Dimensions of Person's Environment and Person Related
Variables with Person Level Outcomes

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|---------------|----------|----------|----------|----------|
| | ----- | ----- | ----- | ----- |
| | Loadings | Loadings | Loadings | Loadings |
| Left hand set | | | | |
| ----- | | | | |
| SCE | 0.19 | -0.15 | -0.01 | 0.02 |
| COPCE | 0.03 | 0.02 | 0.02 | -0.01 |
| SAE | 0.29 | -0.13 | -0.17 | -0.10 |
| COPAE | 0.06 | -0.03 | -0.07 | 0.09 |
| IEAE | 0.31 | 0.06 | -0.03 | -0.14 |
| SPSE | 0.59 | -0.03 | 0.04 | -0.02 |
| COPPSE | 0.04 | -0.01 | 0.03 | 0.24 |
| IESPWE | 0.66 | 0.08 | 0.07 | -0.06 |
| COPPWE | 0.05 | -0.05 | 0.07 | 0.19 |
| AIRPWE | 0.64 | -0.11 | 0.13 | 0.00 |
| CCPWM | 0.26 | -0.05 | -0.12 | 0.00 |
| PSES | -0.14 | -0.51 | 0.13 | 0.04 |
| OS | 0.44 | -0.05 | -0.33 | 0.19 |
| OPSA | -0.07 | 0.10 | 0.12 | 0.11 |
| EUL | 0.62 | -0.09 | -0.26 | 0.19 |
| CL | 0.31 | 0.10 | -0.06 | 0.06 |
| LP | 0.47 | -0.03 | -0.02 | -0.03 |
| JPS | 0.27 | 0.19 | -0.23 | 0.09 |
| PA | 0.48 | 0.19 | -0.19 | 0.07 |
| CV | 0.31 | -0.08 | -0.07 | -0.13 |
| VCACB | 0.48 | 0.05 | -0.18 | 0.09 |
| VWBUPE | 0.37 | 0.19 | -0.16 | 0.03 |
| VFH | 0.30 | 0.07 | -0.13 | -0.13 |
| VIHH | 0.43 | 0.10 | -0.19 | 0.15 |
| VIIIL | 0.29 | -0.00 | -0.15 | -0.02 |
| UE | 0.57 | 0.20 | -0.16 | -0.00 |
| EAF | -0.26 | 0.07 | -0.09 | 0.21 |
| IAF | 0.06 | -0.21 | 0.07 | -0.03 |
| EAS | 0.16 | 0.10 | -0.03 | 0.10 |
| IAS | 0.62 | -0.13 | -0.23 | 0.04 |
| LNSWS | 0.28 | -0.06 | 0.17 | 0.17 |
| HNSWS | 0.19 | 0.13 | 0.10 | 0.01 |
| PS | 0.38 | 0.23 | -0.02 | -0.13 |
| CW | 0.50 | 0.07 | -0.02 | -0.09 |
| DCSP | 0.72 | 0.16 | -0.06 | 0.01 |
| DA | 0.56 | 0.01 | 0.00 | 0.03 |
| TG | -0.34 | -0.05 | 0.09 | 0.06 |
| RPG | 0.07 | 0.09 | -0.01 | 0.07 |
| SG | 0.44 | 0.25 | -0.12 | 0.20 |
| RNG | -0.24 | -0.11 | 0.15 | 0.13 |

(table continues)

Emphasis in Adolescence Environment, Stimulating Present Social Environment, Independence Emphasis and Stimulation in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment factors of Person's Environment; Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Work Ethic, Internal Attribution in Success, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-concept, Self-confidence, Self-actualizing Behavior, Indispensability of Self Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles of Person Related Variables, and loaded negatively with Tamas Guna of Person Related Variables. This variate was related significantly to Right Hand Variate that was loaded positively with Job or Position Change, Financial Status, Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance factors of Person Level Outcomes.

The second CC results showed that both sets of variables mutually shared 45 per cent variance. The second Left Hand Set

of variables represented a situation that lacked in terms of factor namely Parental Socio-economic Status of Person's Environment. This set was related significantly to Right Hand Set that was marked by presence of factor, namely Seniority of Person Level Outcomes.

The third CC results showed that both the variates mutually shared 35 per cent variance. The third Left Hand Variate could be thought of as representing a situation that lacked in terms of factor namely Omnibus Success of Person Related Variables. This variate was related significantly to Right Hand Variate that represented a situation that was marked by presence of factor namely Innovation of Person Level Outcomes.

The fourth CC would not be described. Though it was significant, it did not have loading equal to or greater than 0.30 in Left Hand Variate.

Question 13. What are the relationships of the dimensions of Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome with the dimensions of Person Level Outcomes?

Table 15 presents results of CC in which Left Hand Variate composed of dimensions of Person's Environment (sector a), Person Related Variables (sector b), Organization Related Variables (sector c), and Organization Level Outcome (sector d) was related to Right Hand Variate compared of dimensions of Person Level Outcomes (sector e). Only three CCs out of possible seven turned out to be significant.

Table 15

Canonical Correlations Showing Relationships of the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome with Person Level Outcomes

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings |
|------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | |
| SCE | 0.19 | -0.14 | -0.01 |
| COPCE | 0.03 | 0.01 | 0.01 |
| SAE | 0.29 | -0.12 | -0.15 |
| COPAE | 0.06 | -0.03 | -0.08 |
| IEAE | 0.30 | 0.06 | -0.00 |
| SPSE | 0.56 | -0.03 | 0.07 |
| COPPSE | 0.05 | -0.02 | -0.01 |
| IESPUE | 0.62 | 0.08 | 0.11 |
| COPPUE | 0.05 | -0.05 | 0.04 |
| AIRPUE | 0.61 | -0.10 | 0.15 |
| CCPWM | 0.27 | -0.05 | -0.12 |
| PSES | -0.13 | -0.50 | 0.12 |
| OS | 0.45 | -0.05 | -0.32 |
| OPSA | -0.07 | 0.09 | 0.07 |
| EWL | 0.62 | -0.08 | -0.25 |
| CL | 0.30 | 0.10 | -0.07 |
| LP | 0.46 | -0.03 | -0.01 |
| JPS | 0.28 | 0.19 | -0.23 |
| PA | 0.48 | 0.18 | -0.18 |
| CV | 0.30 | -0.08 | -0.04 |
| VCACB | 0.48 | 0.05 | -0.18 |
| VWBUPE | 0.37 | 0.18 | -0.15 |
| VFH | 0.29 | 0.08 | -0.10 |
| VIHH | 0.43 | 0.10 | -0.19 |
| VIIIL | 0.29 | -0.00 | -0.14 |
| WE | 0.56 | 0.20 | -0.13 |
| BAF | -0.24 | 0.06 | -0.12 |
| IAF | 0.05 | -0.20 | 0.08 |
| EAS | 0.16 | 0.10 | -0.05 |
| IAS | 0.62 | -0.12 | -0.19 |
| LNSWS | 0.27 | -0.05 | 0.17 |
| HNSWS | 0.17 | 0.13 | 0.09 |
| PS | 0.37 | 0.23 | 0.00 |
| CU | 0.48 | 0.08 | 0.01 |
| DCSP | 0.70 | 0.16 | -0.02 |
| DA | 0.54 | 0.01 | 0.01 |
| TG | -0.33 | -0.05 | 0.06 |

(table continues)

Table 15 (continued)

| Variables | Set 1 | Set 2 | Set 3 |
|----------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings |
| RPG | 0.07 | 0.08 | -0.04 |
| SG | 0.43 | 0.25 | -0.12 |
| RNG | -0.23 | -0.11 | 0.10 |
| CCPFUM | 0.49 | -0.07 | -0.01 |
| SCSUM | -0.08 | 0.05 | 0.05 |
| LPCI | 0.02 | 0.27 | -0.03 |
| ILC | 0.62 | 0.12 | 0.08 |
| ELC | -0.15 | 0.23 | -0.03 |
| n-ach. | 0.48 | 0.11 | 0.00 |
| n-power | 0.18 | 0.01 | -0.02 |
| OPA | -0.15 | 0.15 | 0.17 |
| PSC | 0.36 | 0.01 | -0.24 |
| SC | 0.53 | 0.20 | -0.09 |
| FEPF | 0.17 | -0.06 | 0.12 |
| FIPF | -0.10 | -0.12 | -0.25 |
| SAB | 0.54 | 0.21 | -0.06 |
| ODDSp | -0.21 | 0.02 | 0.15 |
| ISDSp | 0.48 | 0.00 | -0.11 |
| ADSp | 0.01 | -0.01 | -0.07 |
| NCTSp | -0.00 | 0.07 | -0.04 |
| OPOEDSp | 0.13 | 0.10 | 0.05 |
| RADSp | 0.25 | 0.10 | 0.05 |
| TPEDC | -0.27 | 0.02 | 0.13 |
| NCTC | -0.10 | 0.14 | -0.13 |
| TPEDSb | -0.17 | 0.05 | 0.04 |
| EDDSb | 0.33 | 0.01 | -0.10 |
| NDCDSb | -0.22 | 0.11 | 0.18 |
| QTB | 0.71 | -0.03 | 0.30 |
| QSMd | 0.78 | 0.02 | 0.16 |
| QPM | 0.60 | 0.09 | 0.12 |
| NOKS | -0.11 | 0.11 | 0.14 |
| OKS | 0.67 | 0.15 | 0.05 |
| SS | 0.68 | 0.10 | 0.04 |
| HC | 0.11 | 0.19 | -0.07 |
| CCL | 0.65 | 0.12 | 0.10 |
| D | 0.03 | -0.02 | 0.20 |
| LMX | 0.56 | -0.02 | -0.07 |
| OE | 0.65 | 0.12 | 0.03 |
| Right hand set | | | |
| ----- | | | |
| JPC | 0.29 | 0.06 | 0.07 |
| S | -0.07 | 0.66 | 0.35 |
| FS | 0.41 | -0.16 | 0.33 |

(table continues)

Table 15 (continued)

| Variables | Set 1 | Set 2 | Set 3 |
|------------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings |
| PSSI | 0.99 | -0.00 | 0.12 |
| I | 0.71 | -0.04 | 0.49 |
| ECD | 0.74 | 0.05 | -0.22 |
| JP | 0.92 | 0.29 | -0.24 |
| ----- | | | |
| <u>Rc</u> ₂ | 0.7914 | 0.6924 | 0.6090 |
| <u>Rc</u> ² | 0.6263 | 0.4794 | 0.3709 |
| Chi-square | 895.24 | 630.96 | 455.71 |
| <u>df</u> | 525 | 444 | 365 |
| <u>p</u> < | 0.01 | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.1557 | 0.0163 | 0.0154 |
| <u>Rdx</u> <u>LHS</u> | 0.0975 | 0.0078 | 0.0057 |
| Variance <u>RHS</u> | 0.4484 | 0.0789 | 0.0842 |
| <u>Rdx</u> <u>RHS</u> | 0.2809 | 0.0378 | 0.0312 |

The first CC results showed that both the variates mutually shared 63 per cent variance. The first Left Hand variate could be thought of as being loaded positively with Independence Emphasis in Adolescence Environment, Stimulating Present Social Environment, Independence Emphasis and Stimulation in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment factors of Person's Environment; Omnibus Success, Excellent work life, Comfortable Living, Leadership and Power, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Inner Harmony and Happiness, Work Ethic, Internal Attribution in Success, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-concept, Self-confidence, Self-actualizing Behavior, Indispensability of Self Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles of Person Related Variables, and loaded negatively with factor namely Tamas Guna of Person Related Variables; loaded positively with Superior Support, Conducive Climate, and Leader-Member Exchange of Organization Related Variables; and Organizational Effectiveness factor of Organization Level Outcome. This Left Hand Variate was related significantly to Right Hand Variate that was loaded

positively with Financial status, Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance factors of Person Level Outcomes.

The second CC results showed that both sets of variables mutually shared 48 per cent of variance. The second Left Hand Set could be thought of as loaded negatively with Parental Socio-economic Status factor of Person's Environment. This set was related significantly to Right Hand Set that was loaded positively with Seniority factor of Person Level Outcomes. The third CC results showed that both the variates mutually shared 37 per cent variance. The third Left Hand Variate could be thought of as representing a situation that lacked in terms of factor namely Omnibus Success but was marked by presence of factor namely Quality through Team Building of Person Related Variables. This variate was related significantly to Right Hand Variate that represented a situation which was marked by presence of factors such as Seniority, Financial Status, and Innovation of Person Level Outcomes.

Question 14. What are the relationships between the dimensions of Organization Related Variables and Person Level Outcomes?

Table 16 presents results of CC in which Left Hand Variate composed of dimensions of Organization Related Variables (sector c) was related to Right Hand Variate composed of dimensions of Person Level Outcomes (sector e). Two CCs out of possible five turned out to be significant.

The first CC results showed that both the variates mutually shared 24 per cent variance. The first Left Hand Variate could

Table 16

Canonical Correlations Showing Relationships between the Dimensions of Organization Related Variables and Person Level Outcomes

| Variables | Set 1 | Set 2 |
|-----------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings |
| SS | 1.00 | 0.22 |
| HC | 0.27 | 0.03 |
| CCL | 1.00 | 0.35 |
| D | -0.00 | 0.89 |
| LMX | 0.88 | -0.17 |
| Right hand set | | |
| ----- | | |
| JPC | 0.12 | 0.04 |
| S | 0.08 | 0.40 |
| FS | 0.23 | 0.74 |
| PSSI | 0.83 | 0.26 |
| I | 0.75 | 0.18 |
| ECD | 0.73 | -0.11 |
| JP | 1.00 | -0.22 |
| ----- | | |
| R_c^2 | 0.4911 | 0.2292 |
| R_c | 0.2412 | 0.0525 |
| Chi-square | 120.25 | 36.48 |
| df | 35 | 24 |
| $p <$ | 0.01 | 0.05 |
| Variance <u>LHS</u> | 0.6573 | 0.1999 |
| <u>Rdx</u> <u>LHS</u> | 0.1585 | 0.0105 |
| Variance <u>RHS</u> | 0.4289 | 0.1247 |
| <u>Rdx</u> <u>RHS</u> | 0.1035 | 0.0066 |

be thought of as representing a situation that was marked by presence of factors such as Superior Support, Conducive Climate, and Leader-Member Exchange of Organization Related Variables. This variate was related significantly to Right Hand Variate that represented a situation which was marked by presence of factors such as Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance of Person Level Outcomes.

The second CC results showed that both canonical variates shared 05 per cent variance. The second Left Hand Variate represented a situation that was marked by presence of factors such as Conducive Climate, and Decentralization of Organization Related Variables. This Left Hand Variate was related significantly to Right Hand Variate that represented a situation which was marked by presence of Seniority, and Financial Status factors of Person Level Outcomes.

Question 15. What are the relationships between the dimensions of Organization Level Outcome and Person Level Outcomes?

Table 17 presents results of CC in which Left Hand Variate composed of dimensions of Organization Level Outcome (sector d) was related to Right Hand Variate composed of dimensions of Person Level Outcomes. One CC was possible which turned out to be significant.

The CC results showed that both the variates mutually shared 17 per cent variance. The Left Hand Variate could be thought to be loaded positively with Organizational Effectiveness. This

Table 17

Canonical Correlation Showing Relationships between the
Dimensions of Organization Level Outcome and Person Level
Outcomes

| Variables | Set 1 ----- Loadings |
|------------------------|----------------------------|
| Left hand set | |
| ----- | |
| OE | 1.00 |
| Right hand set | |
| ----- | |
| JPC | 0.29 |
| S | 0.22 |
| FS | 0.39 |
| PSSI | 0.58 |
| I | 0.57 |
| ECD | 0.64 |
| JP | 0.75 |
| ----- | |
| <u>Rc</u> ² | 0.4167 |
| <u>Rc</u> | 0.1736 |
| Chi-square | 58.25 |
| <u>df</u> | 7 |
| <u>p</u> > | 0.01 |
| Variance <u>LHS</u> | 1.0000 |
| <u>Rdx</u> <u>LHS</u> | 0.1736 |
| Variance <u>RHS</u> | 0.2723 |
| <u>Rdx</u> <u>RHS</u> | 0.0473 |

Left Hand Variate was related significantly to Right Hand Variate that was loaded positively with Financial Status, Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance factors of Person Level Outcomes.

As mentioned earlier, it was postulated that satisfaction of role incumbents in itself could be a matter of great concern. Further, satisfaction could be conceived of as a composite of two parts; (a) Job Satisfaction, and (b) Off-the-Job Satisfaction. Since these may be treated as end results of almost all the preceding variables, it was considered worthwhile to see the relationship of Job Satisfaction and Off-the-Job Satisfaction, that are the parts of sector f (Figure 1), with all variables of other sectors and subsectors in various relevant combinations. The following section is devoted to the research questions stemming out of this concern. Since these indexes of satisfaction are based on scores derived from the construct of idealized success (part of the subsector b1 in Figure 1); the construct of idealized success would be omitted from the analytical scheme whenever these satisfaction indexes are to be used.

Question 16. What are the relationships of the dimensions of Person Related Variables with Job Satisfaction and Off-the-Job Satisfaction?

Table 18 presents results of CC in which Left Hand Variate composed of Person Related Variables (sector b) was related to Right Hand Variate composed of Job Satisfaction and Off-the-Job Satisfaction. One CC out of possible two turned out to be significant.

Table 18

Canonical Correlation Showing Relationships of the
Dimensions of Person Related Variables with Job Satisfaction
and Off-the-Job Satisfaction

| Variables | Set 1 ----- Loadings |
|------------------------|----------------------------|
| Left hand set ----- | |
| CV | -0.28 |
| VCACB | -0.60 |
| VUBUPE | -0.24 |
| VFH | -0.26 |
| VIHH | -0.35 |
| VIIIL | -0.66 |
| WE | -0.31 |
| EAF | -0.15 |
| IAF | -0.02 |
| EAS | 0.14 |
| IAS | -0.31 |
| LNSUS | -0.28 |
| HNSUS | -0.12 |
| PS | -0.17 |
| CW | -0.15 |
| DCSP | -0.08 |
| DA | -0.15 |
| TG | 0.24 |
| RPG | -0.12 |
| SG | 0.01 |
| RNG | 0.06 |
| CCPFWM | 0.10 |
| SCSUM | 0.12 |
| LPCI | 0.34 |
| ILC | 0.23 |
| ELC | -0.18 |
| n-ach. | 0.10 |
| n-power | 0.15 |
| OPA | 0.07 |
| PSC | -0.23 |
| SC | -0.03 |
| FEFF | 0.18 |
| FIPF | -0.19 |
| SAB | -0.14 |
| ODDSp | 0.10 |
| ISDSp | -0.16 |
| ADSp | -0.26 |

(table continues)

Table 18 (continued)

| Variables | Set 1 |
|-----------------------|-------------------|
| | ----- Loadings |
| NCTSp | -0.14 |
| OPOEDSp | -0.08 |
| RADSp | -0.00 |
| TPEDC | 0.28 |
| NCTC | -0.16 |
| TPEDSb | 0.26 |
| EDDSb | -0.11 |
| NDCDSb | 0.22 |
| QTB | 0.21 |
| QSM | 0.10 |
| QPM | -0.06 |
| NOKS | 0.21 |
| OKS | -0.01 |
| Right hand set | |
| ----- | |
| JS | 1.00 |
| OJS | 1.00 |
| ----- | |
| R_c^2 | 0.5511 |
| R_c | 0.3037 |
| Chi-square | 161.55 |
| df | 100 |
| $p >$ | 0.01 |
| Variance <u>LHS</u> | 0.0496 |
| <u>Rdx</u> <u>LHS</u> | 0.0151 |
| Variance <u>RHS</u> | 1.0000 |
| <u>Rdx</u> <u>RHS</u> | 0.3037 |

The CC results showed that both the variates mutually shared 30 per cent variance. The Left Hand Variate could be thought to be loaded positively with LPC Index, and loaded negatively with Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, Work Ethic, and Internal Attribution in Success of Person Related Variables. This variate was related significantly to Right Hand Variate that was loaded positively with Job Satisfaction, and Off-the-Job Satisfaction.

Question 17. What are the relationships of the dimensions of Organization Level Outcome with Job Satisfaction and Off-the-Job Satisfaction?

Table 19 presents results of CC in which Left Hand Variate composed of dimensions of Organization Level Outcome (sector d) was related to Right Hand Variate composed of Job Satisfaction and Off-the-Job Satisfaction. One CC out of possible two turned out to be significant.

The CC results showed that both the variates mutually shared 08 per cent variance. The Left Hand Variate could be thought of as being loaded positively with Organizational Effectiveness. This variate was related significantly to Right Hand Variate that was loaded positively with Job Satisfaction.

Question 18. What are the relationships of the dimensions of Person Level Outcomes with Job Satisfaction and Off-the-Job Satisfaction?

Table 19

Canonical Correlation Showing Relationships of the Dimensions
of Organization Level Outcome with Job Satisfaction and Off-the-
Job Satisfaction

| Variables | Set 1 ----- Loadings |
|-------------------------|----------------------------|
| Left hand set ----- | |
| OE | 1.00 |
| Right hand set ----- | |
| JS | 0.89 |
| OJS | 0.29 |
| ----- | |
| <u>Rc</u> | 0.2888 |
| <u>Rc</u> ² | 0.0834 |
| Chi-square | 26.83 |
| <u>df</u> | 2 |
| <u>p</u> < | 0.01 |
| Variance <u>LHS</u> | 1.0000 |
| <u>Rdx</u> <u>LHS</u> | 0.0834 |
| Variance <u>RHS</u> | 0.4421 |
| <u>Rdx</u> <u>RHS</u> | 0.0369 |

Table 20 shows results of CC in which factors of Person Level Outcomes (sector e) were related to Job Satisfaction, and Off-the-Job Satisfaction. One CC out of possible two turned out to be significant.

The CC results showed that Left Hand Variate composed of factors of Person Level Outcomes and the Right Hand Variate composed of Job Satisfaction, and Off-the-Job Satisfaction mutually shared 20 per cent variance. The Left Hand Variate represented a situation that was marked by presence of factors such as Job or Position Change, Seniority, Financial Status, Perceived Self-success Index, and Innovation. This variate was related significantly to Right Hand Variate that could be thought of as representing a situation that was marked by presence of Job Satisfaction, and Off-the-Job Satisfaction.

Question 19. What are the relationships of the dimensions of Person's Values and Characteristics with Job Satisfaction and Off-the-Job Satisfaction?

Table 21 presents results of CC in which Left Hand Variate composed of dimensions of Person's Values and Characteristics (subsectors b1 and b2) was related to right Hand Variate composed of Job Satisfaction and Off-the-Job Satisfaction. One CC out of possible two turned out to be significant.

The canonical correlation results showed that both the variates mutually shared 26 per cent variance. The Left Hand Variate could be thought of as loaded negatively with Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing Forgiveness and Helpfulness, Valuing

Table 20

Canonical Correlation Showing Relationships of the Dimensions
of Person Level Outcomes with Job Satisfaction and Off-the-Job
Satisfaction

| Variables | Set 1 ----- Loadings |
|---------------------|----------------------------|
| Left hand set | |
| ----- | |
| JPC | 0.32 |
| S | 0.78 |
| FS | 0.62 |
| PSSI | 0.82 |
| I | 0.41 |
| ECD | 0.03 |
| JP | -0.03 |
| Right hand set | |
| ----- | |
| JS | 1.00 |
| OJS | 1.00 |
| ----- | |
| R_c^2 | 0.4495 |
| R_c | 0.2021 |
| Chi-square | 79.63 |
| df | 14 |
| p < | 0.01 |
| Variance <u>LHS</u> | 0.2778 |
| Rdx <u>LHS</u> | 0.0561 |
| Variance <u>RHS</u> | 1.0000 |
| Rdx <u>RHS</u> | 0.2021 |

Table 21

Canonical Correlation Showing Relationships of the Dimensions
of Person's Values and Characteristics with Job Satisfaction
and Off-the-Job Satisfaction

| Variables | Set 1 ----- Loadings |
|------------------------|----------------------------|
| Left hand set ----- | |
| CV | -0.30 |
| VCACB | -0.68 |
| VWBWPE | -0.28 |
| VFH | -0.30 |
| VIHH | -0.40 |
| VIIIL | -0.74 |
| WE | -0.37 |
| EAF | -0.15 |
| IAF | -0.01 |
| EAS | 0.14 |
| IAS | -0.36 |
| LNSWS | -0.30 |
| HNSWS | -0.14 |
| PS | -0.20 |
| CU | -0.18 |
| DCSP | -0.12 |
| DA | -0.17 |
| TG | 0.27 |
| RPG | -0.13 |
| SG | -0.00 |
| RNG | 0.07 |
| CCPEWM | 0.11 |
| SCSLM | 0.14 |
| LPCI | 0.36 |
| ILC | 0.24 |
| ELC | -0.21 |
| n-ach. | 0.10 |
| n-power | 0.14 |
| OPA | 0.07 |
| PSC | -0.25 |
| SC | -0.04 |
| FEFF | 0.20 |
| FIPF | -0.20 |

(table continues)

Table 21 (continued)

| Variables | Set 1 ----- Loadings |
|-------------------------|----------------------------|
| Right hand set ----- | |
| JS | 1.00 |
| OJS | 1.00 |
| <u>Rc</u> ₂ | 0.5082 |
| <u>Rc</u> | 0.2583 |
| Chi-square | 123.00 |
| <u>df</u> | 66 |
| <u>p</u> < | 0.01 |
| Variance <u>LHS</u> | 0.0752 |
| <u>Rdx</u> <u>LHS</u> | 0.0194 |
| Variance <u>RHS</u> | 1.0000 |
| <u>Rdx</u> <u>RHS</u> | 0.2583 |

Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, Work Ethic factors of Person's Values; and loaded positively with LPC Index factor of Person's Characteristics, and loaded negatively with Internal Attribution in Success, and Lower level Needs Satisfying Work Situations factors of Person's Characteristics. This Left Hand Variate was related significantly to Right Hand Variate that was loaded positively with Job Satisfaction, and Off-the-Job Satisfaction.

Question 20. What are the relationships of the dimensions of Person's Behaviors with Job Satisfaction, and Off-the-Job Satisfaction?

Table 22 presents results of CC in which Left Hand Variate composed of variables of Person's Behavior was related to Right Hand Variate composed of Job Satisfaction, and Off-the-Job Satisfaction. One CC out of the possible two turned out to be significant.

The canonical correlation analysis results showed that Left Hand Variate did not have loading equal to or greater than 0.30. Therefore, further description discarded with.

Question 21. What are the relationships of the dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes with Job Satisfaction and Off-the-Job Satisfaction?

The canonical correlation was calculated to answer this question. Table 23 presents results of CC in which Left Hand Variate composed of variables of Person's Environment (sector a), Person Related Variables (sector b), Organization Related

Table 22

Canonical Correlation Showing Relationships of the Dimensions of Person's Behaviors with Job Satisfaction and Off-the-Job Satisfaction

| Variables | Set 1 ----- Loadings |
|-------------------------|----------------------------|
| Left hand set ----- | |
| SAB | -0.22 |
| ODDSp | -0.02 |
| ISDSp | -0.09 |
| ADSp | 0.04 |
| NCTSp | -0.11 |
| OPOEDSp | 0.00 |
| RADSp | 0.01 |
| TPEDC | -0.23 |
| NCTC | -0.21 |
| TPEDSb | -0.26 |
| EDDSb | -0.17 |
| NDCDSb | -0.03 |
| QTB | -0.24 |
| QSMd | -0.23 |
| QPM | -0.19 |
| NOKS | -0.18 |
| OKS | -0.23 |
| Right hand set ----- | |
| JS | -0.36 |
| OJS | 0.07 |
| <u>Rc</u> ₂ | 0.3061 |
| <u>Rc</u> | 0.2803 |
| Chi-square | 54.06 |
| <u>df</u> | 34 |
| <u>p</u> < | 0.05 |
| Variance <u>LHS</u> | 0.0292 |
| <u>Rdx</u> <u>LHS</u> | 0.0027 |
| Variance <u>RHS</u> | 0.0685 |
| <u>Rdx</u> <u>RHS</u> | 0.0064 |

Table 23

Canonical Correlations Showing Relationships of the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes with Job Satisfaction and Off-the-Job Satisfaction

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings |
|------------------------|----------------------------|----------------------------|
| Left hand set ----- | | |
| SCE | -0.17 | -0.10 |
| COPCE | -0.04 | 0.03 |
| SAE | -0.16 | -0.12 |
| COPAE | -0.02 | -0.01 |
| IEAE | -0.01 | 0.01 |
| SPSE | 0.27 | -0.07 |
| COPPSE | 0.07 | -0.03 |
| IESPWE | 0.56 | 0.21 |
| COPPWE | 0.12 | 0.01 |
| AIRPWE | 0.52 | 0.01 |
| CCPUM | -0.27 | 0.02 |
| PSES | -0.05 | -0.07 |
| CV | -0.19 | 0.00 |
| VCACB | -0.38 | 0.15 |
| VWBUPE | -0.15 | 0.08 |
| VFH | -0.15 | 0.12 |
| VIHH | -0.21 | 0.11 |
| VIIIL | -0.41 | 0.16 |
| WE | 0.17 | 0.17 |
| EAF | -0.12 | -0.07 |
| IAF | -0.02 | -0.04 |
| EAS | 0.12 | 0.07 |
| IAS | -0.18 | 0.14 |
| LNSWS | -0.19 | -0.00 |
| HNSWS | -0.07 | 0.06 |
| PS | -0.09 | 0.11 |
| CW | -0.08 | 0.08 |
| DCSP | -0.01 | 0.16 |
| DA | -0.09 | 0.05 |
| TG | 0.16 | -0.04 |
| RPG | -0.08 | 0.02 |
| SG | 0.02 | 0.04 |
| RNG | 0.03 | -0.04 |
| CCPFWM | 0.06 | -0.01 |
| SCSUM | 0.08 | -0.03 |
| LPCI | 0.25 | 0.04 |
| ILC | 0.18 | 0.05 |
| ELC | -0.09 | 0.11 |
| n-ach. | 0.09 | 0.06 |
| n-power | 0.13 | 0.09 |

(table continues)

Table 23 (continued)

| Variables | Set 1 | Set 2 |
|------------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings |
| OPA | 0.05 | 0.02 |
| PSC | -0.16 | 0.00 |
| SC | -0.01 | 0.05 |
| FEPP | 0.11 | -0.05 |
| FIPP | -0.13 | -0.01 |
| SAB | -0.06 | 0.15 |
| ODDSp | 0.07 | -0.01 |
| ISDSp | -0.09 | 0.08 |
| ADSp | -0.17 | 0.03 |
| NCTSp | -0.08 | 0.09 |
| OPOEDSP | -0.05 | 0.02 |
| RADSp | -0.00 | -0.01 |
| TPEDC | 0.21 | 0.06 |
| NCTC | -0.07 | 0.15 |
| TPEDSb | 0.21 | 0.08 |
| EDDSb | -0.05 | 0.11 |
| NDCDSb | 0.14 | -0.03 |
| QTB | 0.17 | 0.08 |
| QSMd | 0.10 | 0.10 |
| QPM | -0.01 | 0.11 |
| NOKS | 0.16 | 0.05 |
| OKS | 0.03 | 0.12 |
| SS | 0.42 | 0.22 |
| HC | 0.16 | -0.05 |
| CCL | 0.36 | 0.17 |
| D | 0.26 | 0.04 |
| LMX | 0.26 | 0.12 |
| OE | 0.37 | 0.17 |
| JPC | 0.19 | 0.04 |
| S | 0.45 | 0.01 |
| FS | 0.36 | 0.03 |
| PSSI | 0.47 | -0.01 |
| I | 0.25 | 0.05 |
| ECD | 0.04 | 0.11 |
| JP | 0.01 | 0.14 |
| Right hand set | | |
| ----- | | |
| JS | 1.00 | 0.10 |
| OJS | 0.97 | -0.33 |
| ----- | | |
| <u>Rc</u> ₂ | 0.7294 | 0.5936 |
| <u>Rc</u> ₂ | 0.5321 | 0.3523 |
| Chi-square | 323.50 | 117.71 |
| <u>df</u> | 150 | 74 |
| <u>p</u> < | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.0419 | 0.0080 |
| <u>Rdx</u> <u>LHS</u> | 0.0223 | 0.0028 |
| Variance <u>RHS</u> | 1.0000 | 0.0589 |
| <u>Rdx</u> <u>RHS</u> | 0.5321 | 0.0207 |

Variables (sector c), Organization Level Outcome (sector d), and Person Level Outcomes (sector e) was related to Right Hand Variate composed of Job Satisfaction, and Off-the-Job Satisfaction. Both of the possible CCs turned out to be significant.

The first CC results showed that both canonical variates mutually shared 53 per cent variance. The first Left Hand Variate could be thought to be loaded positively with Independence Emphasis and Stimulation in Present Work Environment, and Achievement and Independence Reinforcing Present Work Environment factors of Person's Environment; Superior Support, and Conducive Climate of Organization Related Variables; Organizational Effectiveness of Organization Level Outcome; Seniority, Financial Status, and Perceived Self-success Index factors of Person Level Outcomes; and loaded negatively with Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, and Valuing Intellect, Independence, Imagination, and Logic of Person Related Variables. This Left Hand Variate was related significantly to Right Hand Variate that was loaded positively with Job Satisfaction, and Off-the-Job Satisfaction.

The second canonical correlation though significant did not have loading equal to or greater than 0.30 in Left Hand Variate. Thus it would not be described.

On and Off-the-Job Satisfaction taken together make for what would be termed as Global Satisfaction. The Global Satisfaction would be a composite of the former two. Since Global Satisfaction is also based on scores derived from the construct of Idealized

Success (part of the subsector b1 in Figure 1); the construct of Idealized Success would be omitted from the analytical scheme while using Global Satisfaction that was a part of sector f of Figure 1. The description of the relationship of Global Satisfaction with sectors a, b, c, d, and e would now be taken up.

Question 22. What is the strength of association of Global Satisfaction as the criterion and variables of Person's Environment, Person Related Variables, Organization Related Variables Organization Level Outcome, and Person Level Outcomes as the predictors?

In certain cases, multiple regression analyses (MRA) were used to see the strength of association of a particular criterion variable with a number of predictor variables. In some cases, it would be observed that a MRA is being calculated even after using the same criterion with other somewhat related criteria in canonical correlation analysis. It is acknowledged that such a MRA after canonical correlation analysis may be redundant to a large extent, nevertheless, since sometimes individual variables as criterion may be in the focus of attention, such regression analyses were made as an additional inputs for understanding of "antecedents" or "predictors" of the criterion in a better way. Of course, whenever a singular dependent or criterion measure is focus of attention, MRA would be an analytical technique of choice because apart from the index of shared variances, it also provides the measures of strength of associations and other useful informations.

In most multiple regression analyses (MRA), a stepwise multiple regression analysis was performed using "all" possible

variables in the predictor set. However, in stepwise regression process, usually a step may be identified after which addition of subsequent variables add but less than one per cent of variance predicted. Considering the expensive nature of such addition of variables, it was decided to drop such variables that add less than one per cent of variance from the equation. Finally, a regression equation consisting of less number of variables, heretoeafter referred to as the shortlisted regression equation would be reported in all the MRA results. Thus elementary information would be given for the "total" regression equation, and detailed information would be provided for the shortlisted regression equations in all subsequent MRA results and discussions. Two things need to be noted in this connection. Firstly, there seems to be an agreement among statisticians that for each of variables included in the predictor set of a regression equation, there should be approximately 30 cases or respondents on which the data are based in order that the "prediction" be reliable. Secondly, there is a tendency in multiple R coefficients computed from a sample to tend to be somewhat inflated with respect to the population R due to the accumulation of chance errors which may pile up since R is always taken as positive. An obtained R^2 (and consequently also the R) can be "corrected, adjusted, or shrunken" to give a better measure of the population R^2 by using the following formula.

$$\bar{R}^2_{\text{C}} = 1 - ((1 - R^2) \left(\frac{N-1}{N-K-1} \right))$$

where

$$\bar{R}^2_{\text{C}} = \text{adjusted } R^2$$

$$N = \text{size of the sample}$$

$$K = \text{number of predictor variables}$$

In the multiple regression analyses results reported in this study, the adjusted R^2 values were used as a criterion for restricting the addition of those variables that added but less than one per cent of explained variance in the criterion. This, barring a couple of occasions, automatically restricted the number of variables in the regression equation to less than 10 which could be treated as more or less appropriate considering the sample size of 310 respondents. In two cases where 13 and 15 variables were included in the regression equation, the "prediction" would be based on 23 and 20 cases respectively. These regression equations may lack somewhat in terms of reliability of prediction, nevertheless their indicative value could be important especially when interpreted in conjugation with adjusted R^2 values.

Results of MRA in which Global Satisfaction was the criterion and variables of Person's Environment (sector a), Person Related Variables (sector b), Organization Related Variables (sector c), Organization Level Outcome (sector d), and Person Level Outcomes (sector e) were the predictors, showed that overall regression was significant ($F(71, 238) = 3.56, p < 0.01$). Out of 75 predictor variables, four (Valuing Inner Harmony and

Happiness, Indispensability of Self Directed toward Superiors, Need for Power, and Quality through Self and Mutual Development) could not be included due to F -level or tolerance level being insufficient for further computation. The 71 variables entered stepwise into the regression equation explained 51.49 per cent variance in the criterion variable. However, adjusted R^2 was 0.3702, meaning that the shared variance after correction for inflation due to inclusion of large number of variables was 37.02 per cent. A shortlisted regression equation consisting of 15 predictors explaining 44 per cent variance (Adjusted $R^2 = 0.41$) was retained. Results based on these 15 variables (Table 24) showed that overall regression was significant ($F(15, 294) = 15.28, p < 0.01$). All the variables except Considerate and Competent Prework Model, and Harmony and Consistency were individually significant predictors. Out of significant predictors, Valuing Intellect, Independence, Imagination, and Logic, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Work Ethic, Job Performance, and Lower level Needs Satisfying Work Situations were negative predictors of Global Satisfaction, meaning that other things being constant, the magnitude of these variables should be relatively low in order to have higher Global Satisfaction. Out of remaining positive predictors, the variables could be interpreted as having their respective strength of association in following order; Achievement and Independence Reinforcing Present Work Environment, Seniority, Perceived Self-success Index, Competent, Considerate, Proper, and Forward Work Model, Independence Emphasis and Stimulation in Present Work Environment, Superior

Table 24

Multiple Regression Analysis Results Incorporating Global Satisfaction as the Criterion, and Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Predictors

| Variables | r | R^2 | Adjusted R^2 | Beta | b | Std.error | F (1,294) |
|--------------|------|-------|----------------|------|--------|-----------|--------------------|
| R^2 of b | | | | | | | |
| AIRPWE | .31 | .09 | .09 | .13 | 1.43 | .63 | 5.18* |
| VIIIL | -.29 | .17 | .17 | -.14 | -1.78 | .69 | 6.72* |
| S | .27 | .25 | .24 | .27 | .43 | .08 | 31.61** |
| PSSI | .28 | .29 | .28 | .32 | 4.30 | .68 | 39.53** |
| VCACB | -.27 | .33 | .32 | -.25 | -3.32 | .77 | 18.35* |
| WE | -.15 | .34 | .33 | -.12 | -1.60 | .65 | 5.96** |
| CCPFUM | .04 | .36 | .35 | .17 | 1.92 | .59 | 10.61 |
| CCPUM | -.17 | .38 | .36 | -.09 | -2.03 | 1.10 | 3.41 ^{ns} |
| IESPWE | .28 | .39 | .37 | .13 | 1.67 | .72 | 5.39* |
| JP | -.03 | .40 | .38 | -.12 | -3.24 | 1.39 | 5.40* |
| SS | .19 | .41 | .38 | .11 | .63 | .29 | 4.70** |
| NOKS | .08 | .41 | .39 | .12 | 1.34 | .49 | 7.36* |
| LNSUS | -.11 | .42 | .40 | -.11 | -2.41 | .99 | 5.89* |
| PSES | -.01 | .43 | .40 | .11 | 1.11 | .48 | 5.33 |
| HC | .11 | .44 | .41 | .09 | 1.77 | .93 | 3.59 ^{ns} |
| Constant | | | | | 134.11 | | |

ANOVA for regression

| Source | SS | df | MS | F | p |
|------------|-----------|-----|---------|-------|------|
| Regression | 145057.02 | 15 | 9670.47 | 15.28 | 0.01 |
| Residual | 186119.49 | 294 | 633.06 | | |

ns = not significant at $p < 0.05$. * $p < 0.05$. ** $p < 0.01$.

Support, Not O.K. Styles, and Parental Socio-economic Status.

In order to examine the extent of variance explained in Organization Related Variables (excluding the categorical or nominal variables) by the Person Related Variables and vice versa, the relationship between sector c and the components of sector b were examined in a number of ways (refer to Figure 3). The details follow.

Question 23. What are the relationships between the dimensions of Person Related Variables and Organization Related Variables?

Table 25 presents results of CC in which Left Hand Set composed of Person Related Variables (sector b) was related to Right Hand Set composed of Organization Related Variables (sector c). Three CCs out of possible five turned out to be significant.

The first CC results showed that both the sets mutually shared 43 per cent variance. The first Left Hand Set could be thought to be loaded positively with Excellent Work Life, Job Prestige and Stability, Patriotism and Altruism, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing Forgiveness and Helpfulness, External Attribution in Success, Internal Attribution in Success, Philanthropic and Sentient, Desirable characteristics of Successful Person, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Self-actualizing Behavior, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K.

Table 25

Canonical Correlations Showing Relationships between the
Dimensions of Person Related Variables and Organization
Related Variables

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings |
|------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | |
| OS | 0.18 | -0.19 | 0.09 |
| OPSA | 0.18 | -0.38 | -0.05 |
| EWL | 0.39 | -0.21 | -0.07 |
| CL | 0.04 | -0.26 | 0.03 |
| LP | 0.12 | -0.42 | -0.01 |
| JPS | 0.33 | -0.14 | 0.04 |
| PA | 0.41 | -0.45 | -0.01 |
| CV | -0.06 | -0.42 | 0.06 |
| VCACB | 0.42 | -0.17 | 0.12 |
| VWBUPE | 0.26 | -0.24 | -0.09 |
| VFH | 0.34 | -0.29 | -0.05 |
| VIHH | 0.19 | -0.24 | 0.11 |
| VIIIL | 0.22 | -0.20 | -0.02 |
| WE | 0.23 | -0.23 | 0.25 |
| EAF | -0.30 | -0.26 | 0.14 |
| IAF | -0.04 | -0.15 | -0.06 |
| EAS | 0.34 | -0.14 | 0.09 |
| IAS | 0.35 | -0.19 | 0.13 |
| LNSWS | 0.18 | -0.28 | 0.06 |
| HNSWS | 0.10 | -0.40 | 0.17 |
| PS | 0.42 | -0.32 | -0.00 |
| CW | 0.29 | -0.28 | 0.07 |
| DCSP | 0.44 | -0.28 | 0.10 |
| DA | 0.05 | -0.31 | 0.08 |
| TG | -0.28 | -0.33 | -0.03 |
| RPG | -0.15 | -0.26 | 0.07 |
| SG | 0.63 | 0.04 | 0.06 |
| RNG | -0.48 | -0.36 | 0.02 |
| CCPFWM | 0.48 | -0.18 | 0.10 |
| SCSUM | -0.08 | -0.24 | 0.17 |
| LPCI | 0.29 | -0.08 | -0.02 |
| ILC | 0.36 | -0.35 | 0.16 |
| ELC | -0.01 | -0.31 | -0.05 |
| n-ach. | 0.21 | -0.35 | 0.01 |
| n-power | -0.10 | -0.44 | 0.08 |
| OPA | 0.02 | -0.43 | -0.07 |
| PSC | 0.04 | 0.30 | 0.08 |
| SC | 0.20 | -0.26 | 0.18 |

(table continues)

Table 25 (continued)

| Variables | Set 1 | Set 2 | Set 3 |
|-----------------------|----------|----------|----------|
| | Loadings | Loadings | Loadings |
| FEPP | -0.02 | -0.17 | -0.07 |
| FIPF | -0.01 | -0.01 | 0.03 |
| SAB | 0.34 | -0.34 | 0.12 |
| ODDSp | -0.14 | -0.46 | -0.11 |
| ISDSp | 0.26 | -0.54 | 0.15 |
| ADSp | 0.10 | -0.31 | 0.13 |
| NCTSp | 0.01 | -0.30 | 0.24 |
| OPOEDSp | 0.15 | -0.25 | 0.17 |
| RAOSp | 0.10 | -0.41 | 0.03 |
| TPEDC | -0.06 | -0.27 | -0.17 |
| NCTC | -0.16 | -0.22 | 0.14 |
| TPEDSb | 0.01 | -0.25 | -0.16 |
| EDDSb | 0.09 | -0.27 | 0.08 |
| NDCDSb | 0.04 | -0.30 | -0.10 |
| QTB | 0.60 | -0.26 | -0.11 |
| QSMd | 0.59 | -0.23 | 0.03 |
| QPM | 0.69 | -0.14 | -0.03 |
| NOKS | -0.03 | -0.41 | -0.00 |
| OKS | 0.37 | -0.40 | 0.19 |
| Right hand set | | | |
| SS | 1.00 | -0.37 | -0.35 |
| HC | 0.45 | 0.63 | 0.23 |
| CCL | 1.00 | -0.11 | 0.02 |
| D | 0.56 | 0.79 | -0.07 |
| LMX | 0.82 | -0.37 | -0.35 |
| ----- | | | |
| R_c^2 | 0.6539 | 0.6456 | 0.5158 |
| R_c | 0.4276 | 0.4167 | 0.2660 |
| Chi-square | 515.80 | 360.42 | 210.27 |
| df | 285 | 224 | 165 |
| $p <$ | 0.01 | 0.01 | 0.05 |
| Variance <u>LHS</u> | 0.0827 | 0.0892 | 0.0114 |
| <u>Rdx</u> <u>LHS</u> | 0.0354 | 0.0372 | 0.0030 |
| Variance <u>RHS</u> | 0.7712 | 0.2599 | 0.0494 |
| <u>Rdx</u> <u>RHS</u> | 0.3298 | 0.1083 | 0.0132 |

Styles of Person Related Variables, and loaded negatively with External Attribution in Failure, and Rajas Negative Guna of Person Related Variables. This set was related significantly to Right Hand Set that was loaded positively with Superior Support, Harmony and Consistency, Conducive Climate, Decentralization, and Leader-Member Exchange of Organization Related Variables.

The second CC results showed that both of the variates shared 42 per cent variance. The second Left Hand Variate could be thought of as representing a situation that was marked by presence of factor namely Positive Self-concept but lacked in terms of factors such as "Own People" Success Archetype, Leadership and Power, Patriotism and Altruism, Change Value, Higher level Needs Satisfying Work Situations, Philanthropic and Sentient, Dominant and Ambitious, Tamas Guna, Rajas Negative Guna, Internal Locus of Control, External Locus of Control, Need for Achievement, Need for Power, Opinion toward Physical Attractiveness, Self-actualizing Behavior, Omnibus Diplomacy Directed toward Superiors, Indispensability of Self Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Name Dropping and Cornering Directed toward Subordinates, Not O.K. Styles and O.K. Styles of Person Related Variables. This Left Hand Variate was related significantly to Right Hand Variate that could be thought of as representing a situation that was marked by presence of factors such as Harmony and Consistency, and Decentralization, but lacked in terms of factors such as Superior Support, and

Leader-Member Exchange of Organization Related Variables.

The third CC would not be described as it did not have loadings equal to or greater than 0.30 in Left Hand Variate.

Question 24. What are the relationships between the dimensions of Person's Behaviors and Organization Related Variables?

Table 26 presents results of CC in which Left Hand Variate composed of variables of Person's Behaviors (subsector b3) was related to Right Hand Variate composed of Organization Related Variables (sector c). Three CCs out of possible five turned out to be significant.

The first CC results showed that both the variates mutually shared 29 per cent variance. The first Left Hand Variate could be thought to be loaded negatively with Self-actualizing Behavior, Omnibus Diplomacy Directed toward Superiors, Indispensability of Self Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, Not O.K. Styles, and O.K. Styles. This variate was related significantly to Right Hand Variate that was loaded positively with Decentralization, and loaded negatively with Superior Support, Conducive Climate, and Leader-Member Exchange.

The second CC results showed that both canonical variates mutually shared 16 per cent variance. The second Left Hand

Table 26

Canonical Correlations Showing Relationships between the Dimensions of Person's Behaviors and Organization Related Variables

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings |
|-------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | |
| SAB | -0.54 | 0.06 | 0.06 |
| ODDSp | -0.35 | -0.41 | -0.36 |
| ISDSp | -0.74 | -0.11 | -0.09 |
| ADSp | -0.40 | -0.15 | 0.09 |
| NCTSp | -0.37 | -0.41 | 0.34 |
| OPOEDSp | -0.37 | -0.07 | 0.22 |
| RADSp | -0.47 | -0.15 | -0.13 |
| TPEDC | -0.18 | -0.13 | -0.41 |
| NCTC | -0.18 | -0.52 | 0.18 |
| TPEDSb | -0.20 | -0.01 | -0.41 |
| EDDSb | -0.34 | -0.14 | 0.02 |
| NDCDSb | -0.27 | -0.09 | -0.25 |
| QTB | -0.48 | 0.62 | -0.18 |
| QSMD | -0.49 | 0.54 | 0.09 |
| QPM | -0.42 | 0.74 | 0.04 |
| NOKS | -0.39 | -0.34 | -0.17 |
| OKS | -0.62 | 0.04 | 0.21 |
| Right hand set ----- | | | |
| SS | -0.78 | 0.58 | 0.21 |
| HC | 0.29 | 0.34 | 0.43 |
| CCL | -0.51 | 0.79 | 0.23 |
| D | 0.48 | 0.91 | 0.15 |
| LMX | -0.51 | 0.62 | -0.48 |
| ----- | | | |
| <u>Rc</u> ₂ | 0.5378 | 0.3999 | 0.3193 |
| <u>Rc</u> | 0.2892 | 0.1599 | 0.1020 |
| <u>Chi-square</u> | 225.84 | 123.93 | 71.91 |
| <u>df</u> | 85 | 64 | 45 |
| <u>p</u> < | 0 .01 | 0.01 | 0.01 |
| <u>Variance LHS</u> | 0.1818 | 0.1202 | 0.0514 |
| <u>Rdx LHS</u> | 0.0526 | 0.0192 | 0.0052 |
| <u>Variance RHS</u> | 0.2902 | 0.4540 | 0.1081 |
| <u>Rdx RHS</u> | 0.0840 | 0.0726 | 0.0110 |

Variate could be thought of as loaded positively with Quality through Team Building, Quality through Self and Mutual Development, and Quality through Productivity Management, and loaded negatively with Omnibus Diplomacy Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Noncontroversial and Tolerant toward coworkers, and Not O.K. Styles factors of Person's Behaviors. The second Left Hand Variate was related significantly to Right Hand Variate that was loaded positively with Superior Support, Harmony and Consistency, Conducive Climate, Decentralization, and Leader-Member Exchange of Organization Related Variables.

The third CC results showed that both sets of variables shared 10 per cent variance. The third Left Hand Set could be thought of as representing a situation that was marked by presence of factor namely Noncontroversial and Tolerant toward Superiors, but was lacked in terms of factors such as Omnibus Diplomacy Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, and Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates. This set was related significantly to Right Hand Set that could be thought of as representing a situation that was marked by presence of factor namely Harmony and Consistency, but was lacked in terms of factor namely Leader-Member Exchange of Organization Related Variables.

Question 25. What are the relationships between the dimensions of Person's Values and Organization Related Variables?

Table 27 presents results of CC in which Left Hand Variate composed of variables of Person's Values (subsector b1) was related to Right Hand Variate composed of Organization Related Variables (sector c). Two CCs out of possible five turned out to be significant.

The CC results showed that both canonical variates mutually shared 23 per cent variance. The first Left Hand Variate represented a situation that was lacked in terms of factors, such as Omnibus Success, "Own People" Success Archetype, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, Patriotism and Altruism, Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World of Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and logic, and Work Ethic of Person's Values. This variate was related significantly to Right Hand Variate that could be thought of as representing a situation that was marked by presence of factors such as Harmony and Consistency, and Decentralization, but lacked in terms of factors namely Superior Support, Conducive Climate, and Leader-Member Exchange of Organization Related Variables.

The second CC results showed that both sets of variables mutually shared 12 per cent variance. The second Left Hand Set could be thought of as representing a situation that was marked by presence of Excellent Work Life, Job Prestige and Stability, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-

Table 27

Canonical Correlations Showing Relationships between the Dimensions of Person's Values and Organization Related Variables

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings |
|-------------------------|----------------------------|----------------------------|
| Left hand set ----- | | |
| OS | -0.31 | 0.20 |
| OPSA | -0.57 | -0.09 |
| EWL | -0.43 | 0.30 |
| CL | -0.35 | -0.03 |
| LP | -0.60 | -0.09 |
| JPS | -0.30 | 0.39 |
| PA | -0.75 | 0.19 |
| CV | -0.52 | -0.04 |
| VCACB | -0.36 | 0.55 |
| VUBWPE | -0.42 | 0.07 |
| VFH | -0.51 | 0.15 |
| VIHH | -0.36 | 0.38 |
| VIIIL | -0.34 | 0.15 |
| WE | -0.35 | 0.52 |
| Right hand set ----- | | |
| SS | -0.61 | 0.52 |
| HC | 0.54 | 0.79 |
| CCL | -0.46 | 0.52 |
| D | 0.59 | 0.06 |
| LMX | -0.65 | 0.08 |
| ----- | | |
| <u>Rc</u> ₂ | 0.4834 | 0.3520 |
| <u>Rc</u> | 0.2337 | 0.1239 |
| Chi-square | 172.76 | 92.90 |
| <u>df</u> | 70 | 52 |
| <u>p</u> < | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.2103 | 0.0797 |
| <u>Rds</u> <u>LHS</u> | 0.0492 | 0.0099 |
| Variance <u>RHS</u> | 0.3281 | 0.2352 |
| <u>Rdx</u> <u>RHS</u> | 0.0767 | 0.0292 |

mindfulness, Valuing Inner Harmony and Happiness, and Work Ethic factors of Person's Values. This set was related significantly to Right Hand Set that represented a situation which was marked by presence of factors such as Superior Support, Harmony and Consistency, and Conducive Climate of Organization Related variables.

Question 26. What are the relationships between the dimensions of Person's Characteristics and Organization Related Variables?

Table 28 presents results of CC in which Left Hand Variate composed of dimensions of Person's Characteristics (subsector b2) was related to Right Hand Variate composed of dimensions of Organization Related Variables (sector c). Two CCs out of possible five turned out to be significant.

The first CC results showed that both the variates mutually shared 28 per cent variance. The first Left Hand Variate could be thought of as being loaded positively with External Attribution in Success, Internal Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, LPC Index, Internal Locus of Control, Need for Achievement, and Self-confidence, and loaded negatively with Rajas Negative Guna. This variate was related significantly to Right Hand Variate that was loaded positively with Superior Support, Conducive Climate, and Leader-Member Exchange.

Table 28

Canonical Correlations Showing Relationships between the
Dimensions of Person's Characteristics and Organization
Related Variables

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings |
|-------------------------|----------------------------|----------------------------|
| Left hand set ----- | | |
| EAF | -0.16 | -0.39 |
| IAF | 0.02 | -0.17 |
| EAS | 0.44 | -0.02 |
| IAS | 0.49 | -0.09 |
| LNSUS | 0.34 | -0.27 |
| HNSUS | 0.31 | -0.41 |
| PS | 0.62 | -0.27 |
| CW | 0.46 | -0.23 |
| DCSP | 0.61 | -0.16 |
| DA | 0.22 | -0.31 |
| TG | -0.11 | -0.51 |
| RPG | -0.02 | -0.31 |
| SG | 0.66 | 0.21 |
| RNG | -0.32 | -0.54 |
| CCPFWM | 0.62 | -0.04 |
| SCSUM | 0.07 | -0.32 |
| LPCI | 0.35 | 0.04 |
| ILC | 0.56 | -0.22 |
| ELC | 0.15 | -0.37 |
| n-ach. | 0.39 | -0.27 |
| n-power | 0.11 | -0.47 |
| OPA | 0.24 | -0.46 |
| PSC | -0.09 | 0.33 |
| SC | 0.37 | -0.24 |
| FEPE | 0.05 | -0.19 |
| FIPF | 0.01 | -0.05 |
| Right hand set ----- | | |
| SS | 1.00 | 0.03 |
| HC | 0.20 | 0.64 |
| CCL | 1.00 | 0.13 |
| D | 0.12 | 0.83 |
| LMX | 0.79 | 0.07 |

(table continues)

Table 28 (continued)

| Variables | Set 1 | Set 2 |
|------------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings |
| <u>Rc</u> ₂ | 0.5334 | 0.5799 |
| <u>Rc</u> | 0.2846 | 0.2704 |
| Chi-square | 285.06 | 186.62 |
| <u>df</u> | 130 | 100 |
| <u>p</u> < | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.1372 | 0.0919 |
| <u>Rdx</u> <u>LHS</u> | 0.0381 | 0.0249 |
| Variance <u>RHS</u> | 0.6236 | 0.2240 |
| <u>Rdx</u> <u>RHS</u> | 0.1775 | 0.0606 |

The second CC results showed that both canonical variates shared 27 per cent variance. The second Left Hand Variate could be thought of as being loaded positively with Positive Self-concept, and loaded negatively with External Attribution in Failure, Higher level Needs Satisfying Work Situations, Dominant and Ambitious, Tamas Guna, Rajas Positive Guna, Rajas Negative Guna, Self-centered and Spontaneous Work Model, External Locus of Control, Need for Power, and Opinion toward Physical Attractiveness. This variate was related significantly to Right Hand Variate that was loaded positively with Harmony and Consistency, and Decentralization.

Question 27. What are the relationships of the dimensions of Person's Values and Characteristics with the dimensions of Organization Related Variables?

Table 29 shows results of canonical correlation in which Left Hand Set composed of dimensions of Person's Values and Characteristics (subsectors b1 and b2) was related to Right Hand Set composed of dimensions of Organization Related Variables (sector c). Three CCs out of possible five turned out to be significant.

The first CC results showed that both the sets mutually shared 36 per cent variance. The first Left Hand Set could be thought to be loaded negatively with "Own People" Success Archetype, Leadership and Power, Patriotism and Altruism, and Change Value factors of Person's Values; loaded negatively with External Attribution in Failure, Higher level Needs Satisfying Work Situations, Dominant and Ambitions, Tamas Guna, Rajas

Table 29

Canonical Correlations Showing Relationships of the Dimensions of Person's Values and Characteristics with Organization Related Variables

| Variables | Set 1 Loadings | Set 2 Loadings | Set 3 Loadings |
|----------------------|-------------------|-------------------|-------------------|
| <u>Left hand set</u> | | | |
| OS | -0.115 | 0.21 | -0.12 |
| OPSA | -0.388 | 0.30 | 0.08 |
| EWL | -0.112 | 0.42 | -0.02 |
| CL | -0.228 | 0.14 | 0.02 |
| LP | -0.42 | 0.22 | -0.04 |
| JPS | -0.07 | 0.36 | -0.06 |
| PA | -0.39 | 0.51 | -0.05 |
| CV | -0.45 | 0.06 | -0.11 |
| VCACB | -0.08 | 0.43 | -0.17 |
| VWBUP E | -0.18 | 0.28 | -0.02 |
| VFH | -0.23 | 0.39 | -0.02 |
| VIHH | -0.16 | 0.21 | -0.25 |
| VIIIL | -0.15 | 0.26 | -0.03 |
| WE | -0.17 | 0.27 | -0.29 |
| EAF | -0.32 | -0.20 | -0.15 |
| IAF | -0.17 | 0.01 | 0.05 |
| EAS | -0.05 | 0.34 | -0.17 |
| IAS | -0.11 | 0.37 | -0.19 |
| LNSUS | -0.26 | 0.25 | -0.06 |
| HNSUS | -0.39 | 0.19 | -0.17 |
| PS | -0.26 | 0.51 | 0.03 |
| CW | -0.24 | 0.35 | -0.05 |
| DCSP | -0.19 | 0.47 | -0.13 |
| DA | -0.308 | 0.13 | -0.12 |
| TG | -0.42 | -0.11 | 0.10 |
| RPG | -0.29 | -0.07 | -0.13 |
| SG | 0.188 | 0.57 | -0.06 |
| RNG | -0.49 | -0.33 | -0.01 |
| CCPFWM | -0.07 | 0.49 | -0.14 |
| SCSUM | -0.26 | 0.01 | -0.16 |
| LPCI | -0.02 | 0.29 | -0.06 |
| ILC | -0.27 | 0.39 | -0.24 |
| ELC | -0.34 | 0.11 | 0.05 |
| n-ach. | -0.31 | 0.28 | -0.08 |
| n-power | -0.47 | 0.01 | -0.14 |
| OPA | -0.45 | 0.17 | 0.04 |
| PSC | 0.34 | -0.06 | -0.09 |
| SC | -0.23 | 0.26 | -0.20 |

(table continues)

Table 29 (continued)

| Variables | Set 1 | Set 2 | Set 3 |
|-----------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings |
| FEPF | -0.20 | 0.04 | 0.07 |
| FIPF | -0.02 | 0.01 | 0.01 |
| Right hand set | | | |
| ----- | | | |
| SS | -0.10 | 0.88 | -0.32 |
| HC | 0.77 | 0.21 | -0.27 |
| CCL | 0.11 | 1.00 | 0.04 |
| D | 0.48 | 0.22 | 0.15 |
| LMX | -0.17 | 0.74 | 0.09 |
| ----- | | | |
| R_c^2 | 0.5990 | 0.5922 | 0.4578 |
| R_c | 0.3588 | 0.3507 | 0.2096 |
| Chi-square | 406.85 | 279.29 | 155.33 |
| df | 200 | 156 | 114 |
| $p <$ | 0.01 | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.0776 | 0.0880 | 0.0147 |
| <u>Rdx</u> <u>LHS</u> | 0.0278 | 0.0309 | 0.0031 |
| Variance <u>RHS</u> | 0.2721 | 0.5358 | 0.0418 |
| <u>Rdx</u> <u>RHS</u> | 0.0977 | 0.1879 | 0.0088 |

Negative Guna, External Locus of Control, Need for Achievement, Need for Power, and Opinion toward Physical Attractiveness of Person's Characteristics; and loaded positively with factor namely Positive self-concept of Person's Characteristics. This set was related significantly to Right Hand Set that was loaded positively with Harmony and Consistency, and Decentralization of Organization Related Variables.

The second CC results showed that both canonical variates mutually shared 35 per cent of variance. The second Left Hand Variate could be thought of as loaded positively with "Own People" Success Archetype, Excellent Work Life, Job Prestige and Stability, Patriotism and Altruism, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, and Valuing Forgiveness and Helpfulness factors of Person's Values; External Attribution in Success, Internal Attribution in Success, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, and Internal Locus of Control factors of Person's characteristics; and loaded negatively with factor namely Rajas Negative Guna of Person's Characteristics. This variate was related significantly to Right Hand Variate that was loaded positively with Superior Support, Conducive Climate, and Leader-Member Exchange of Organization Related Variables.

The third canonical correlation would not be described as it did not have loadings equal to or greater than 0.30.

Organizational effectiveness can be seen as the culmination of the entire preceding organizational dynamics. An almost every component of structure and process of organizational dynamics may be thought to be contributing either positively or negatively to organizational effectiveness. In the section to follow, the variable of Organizational Effectiveness representing Organization Level Outcome would be related to other variables. There being only one index of Organization level Outcome, namely Organizational Effectiveness included in this study; multiple regression analysis would be used in the place of canonical correlation analysis. The details follow.

Question 28. What is the strength of association of Organizational Effectiveness as the criterion and Person Level Outcomes as the predictors?

A multiple regression analysis (MRA) was performed with Organizational Effectiveness as criterion and variables of Person Level Outcomes (sector e) as predictors. Results ($F_{(7,302)} = 9.06$, $p < 0.01$) showed that overall regression was significant. The 7 predictors entered into regression equation explained 17.36 per cent variance (Adjusted $R^2 = 0.1545$) in the criterion variable. A shortlisted regression equation consisting of 5 predictors explaining 17 per cent variance (Adjusted $R^2 = 0.16$) was retained. Results based on these 5 variables (Table 30) showed that overall regression was significant ($F_{(5,304)} = 12.51$, $p < 0.01$). All the variables except Perceived Self-success Index, Innovation, and Financial Status were individually significant. All the significant predictors had positive beta

Table 30

Multiple regression Analysis Results Incorporating Organizational Effectiveness as the Criterion, and Person Level Outcomes as the Predictors

| Variables | \bar{r} | R^2 | Adjusted R^2 | Beta | \bar{b} | Std.error | \bar{r} (1,304) |
|--------------------|-----------|-------|----------------|------|-----------|-----------|-------------------|
| R^2 of \bar{b} | | | | | | | |
| JP | .31 | .31 | .10 | .20 | .51 | .14 | 12.30** |
| ECD | .26 | .37 | .14 | .17 | .38 | .13 | 8.99 ns |
| PSSI | .24 | .39 | .15 | .10 | .13 | .07 | 3.03 ns |
| I | .24 | .40 | .16 | .10 | .22 | .12 | 3.33 ns |
| FS | .16 | .41 | .17 | .10 | .00 | .00 | 3.17 ns |
| Constant | | | | | 2.97 | | |

ANOVA for regression

| Source | SS | df | MS | \bar{r} | p |
|------------|---------|-----|-------|-----------|------|
| Regression | 489.87 | 5 | 97.97 | 12.51 | 0.01 |
| Residual | 2380.72 | 304 | 7.83 | | |

ns = not significant at $p < 0.05$. ** $p < 0.01$.

weights which could be interpreted as having their respective strength of association in following order; Job Performance, and Effective Communication and Dealing.

Question 29. What is the strength of association of Organizational Effectiveness as the criterion and variables of Person's Behaviors as the predictors?

Results of MRA in which Organizational Effectiveness was the criterion and variables of Person's Behavior (subsector b3) were the predictors, showed ($F_{(17,292)} = 3.16, p < 0.01$) that overall regression was significant. The 17 variables entered into regression equation explained 15.55 per cent variance (Adjusted $R^2 = 0.1063$) in the criterion variable that is, Organizational Effectiveness. A shortlisted regression equation consisting of 7 predictors explaining 13 per cent variance (Adjusted $R^2 = 0.11$) was retained. It may be noted that in tabular presentation, the adjusted R^2 coefficients for seventh variable appears to be similar to that of the sixth variable due to rounding off. Results based on these 7 predictors (Table 31) showed that overall regression was significant ($F_{(7, 302)} = 6.69, p < 0.01$). All the variables except Quality through Self and Mutual Development, and Name Dropping and Cornering Directed toward Subordinates were individually significant. Out of significant predictors, Reinforcement and Authoritativeness Directed toward Superiors, and Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers were negative predictors of Organizational Effectiveness. Out of remaining positive predictors, the variables could be interpreted as having their respective

Table 31

Multiple Regression Analysis Results Incorporating Organizational Effectiveness as the Criterion, and Person's Behaviors as the Predictors

| Variables | r | R ² | Adjusted R ² | Beta | b | Std.error | E (1,302) |
|-----------|------|----------------|-------------------------|------|------|-----------|-----------|
| | | | | | | of b | |
| QPM | .27 | .27 | .07 | .18 | .19 | .07 | 7.04** |
| QSMD | .23 | .29 | .08 | .09 | .14 | .10 | 2.13ns |
| RADSp | -.04 | .31 | .10 | -.14 | -.21 | .09 | 5.57* |
| QTB | .24 | .32 | .10 | .14 | .15 | .07 | 4.24** |
| TPEDC | -.11 | .34 | .11 | -.18 | -.18 | .07 | 7.66* |
| NCTSp | .05 | .35 | .11 | .12 | .20 | .09 | 4.49* |
| NDCDSb | -.02 | .37 | .11 | .13 | .23 | .12 | 3.74ns |
| Constant | | | | | 7.60 | | |

ANOVA for regression

| Source | SS | df | MS | E | p |
|------------|---------|-----|-------|------|------|
| Regression | 385.42 | 7 | 55.06 | 6.69 | 0.01 |
| Residual | 2485.17 | 302 | 8.23 | . | |

ns = not significant at $p < 0.05$. * $p < 0.05$. ** $p < 0.01$.

strength of association in the following order; Quality through Productivity Management, Quality through Team Building, and Noncontroversial and Tolerant toward Superiors.

Question 30. What is the strength of association of Organizational Effectiveness as the criterion and Person Related Variables as the predictors?

The multiple regression analysis results with Person Related Variables (sector b) as predictors and Organizational Effectiveness as criterion showed ($F_{(55, 254)} = 3.19, p < 0.01$) that overall regression was significant. Out of 57 predictors, two (Tamas Guna, and Lower level Needs Satisfying Work Situations) variables could not be included due to F -level or tolerance level being insufficient for further computation. The 55 variables entered stepwise into the regression equation explained 40.86 per cent variance (Adjusted $R^2 = 0.2806$) in the criterion variable. A shortlisted regression equation consisting of 13 predictors explaining 31 per cent variance (Adjusted $R^2 = 0.28$) was retained. Results based on these 13 variables (Table 32) showed that ($F_{(13, 296)} = 10.18, p < 0.01$) overall regression was significant. All the variables except Expertise Display Directed toward Subordinates, and Philanthropic and Sentient were individually significant predictors. Out of significant predictors, Rajas Positive Guna, External Attribution in Failure, Reinforcement and Authoritativeness Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, and Valuing Inner Harmony and Happiness were negative predictors of Organizational Effectiveness. Out of the remaining positive

Table 32

Multiple Regression Analysis Results Incorporating Organizational Effectiveness as the Criterion, and Person Related Variables as the Predictors

| Variables | \bar{r} | R^2 | Adjusted R^2 | Beta | b | Std.error | $F(1,296)$ |
|-----------|-----------|-------|----------------|------|------|-----------|------------|
| | | | | | | of b | |
| SG | .30 | .30 | .09 | .23 | .25 | .06 | 20.96** |
| QPM | .27 | .37 | .14 | .20 | .21 | .06 | 13.45** |
| CCPFUM | .22 | .40 | .16 | .18 | .19 | .05 | 12.34** |
| LPCI | .14 | .43 | .19 | .16 | .04 | .01 | 11.12** |
| RPG | -.10 | .46 | .21 | -.22 | -.26 | .06 | 15.97** |
| EAS | .13 | .48 | .23 | .17 | .33 | .10 | 10.40* |
| EAF | -.12 | .49 | .24 | -.11 | -.14 | .07 | 4.84** |
| RADSp | -.04 | .50 | .25 | -.15 | -.23 | .08 | 7.60** |
| OPSA | .08 | .52 | .27 | .18 | .18 | .05 | 10.48* |
| TPEDC | -.11 | .53 | .28 | -.14 | -.14 | .05 | 6.14 ns |
| EDDSb | .10 | .54 | .29 | .10 | .17 | .09 | 3.52* |
| VIHH | .04 | .55 | .30 | -.11 | -.26 | .12 | 4.42 ns |
| PS | .21 | .56 | .31 | .11 | .21 | .11 | 3.70 ns |
| Constant | | | | | 3.65 | | |

ANOVA for regression

| Source | SS | df | MS | F | p |
|------------|---------|-----|-------|-------|------|
| Regression | 887.14 | 13 | 68.24 | 10.18 | 0.01 |
| Residual | 1983.46 | 296 | 6.70 | | |

ns = not significant at $p < 0.05$. * $p < 0.05$. ** $p < 0.01$.

predictors, the variables could be interpreted as having their respective strength of association in following order; Sattwa Guna, Quality through Productivity Management, Competent, Considerate, Proper, and Forward Work Model, LPC Index, External Attribution in Success, and "Own People" Success Archetype.

Question 31. What is the strength of association of Organizational Effectiveness as the criterion and Organization Related Variables as the predictors?

Although a needless repetition, it seems worth pointing out that the examination of relationship between sectors c and d could better be done using MRA which in fact is now proposed to be reported in what follows. A comparison, however, can be made with the results of CC that had been described earlier (p. 310) for the purpose of maintaining consistency at that stage of describing things.

Results of MRA in which Organizational Effectiveness was the criterion and Organization Related Variables (sector c) were the predictors, showed that overall regression was significant ($F(5,304) = 95.51, p < 0.01$). The 5 predictors entered into regression equation explained 61.10 per cent variance (Adjusted $R^2 = 0.6046$) in the criterion variable. A shortlisted regression equation consisting of 4 predictors explaining 61 per cent variance (Adjusted $R^2 = 0.61$) was retained. Results based on these 4 predictors (Table 33) showed that overall regression was significant ($F(4,305) = 119.71, p < 0.01$). All the variables were individually significant and had positive regression coefficients which could be interpreted as having their

Table 33

Multiple Regression Analysis results Incorporating Organizational Effectiveness as the Criterion, and Organization Related Variables as the Predictors

| Variables | \bar{r} | R^2 | Adjusted R^2 | Beta | \bar{b} | Std.error | $F (1, 305)$ |
|-----------|-----------|-------|----------------|------|-----------|--------------|--------------|
| | | | R^2 | | | of \bar{b} | |
| CCL | .76 | .76 | .58 | .64 | .33 | .03 | 170.42** |
| HC | .28 | .77 | .60 | .12 | .23 | .07 | 11.16* |
| D | .32 | .78 | .60 | .09 | .14 | .06 | 5.47* |
| SS | .54 | .78 | .61 | .11 | .06 | .03 | 5.09 |
| Constant | | | | | 1.42 | | |

ANOVA for regression

| Source | SS | df | MS | F | P |
|------------|---------|-----|--------|--------|------|
| Regression | 1753.62 | 4 | 438.40 | 119.71 | 0.01 |
| Residual | 1116.98 | 305 | 3.66 | | |

* $p < 0.05$. ** $p < 0.01$.

respective strength of association in following order; Conducive Climate, Harmony and Consistency, Decentralization, and Superior Support.

Question 32. What is the strength of association of Organizational Effectiveness as the criterion and variables of Person's Environment, Person Related Variables, and Organization Related Variables as the predictors?

A MRA was computed with Organizational Effectiveness as the criterion and variables of Person's Environment (sector a), Person Related Variables (sector b), and Organization Related Variables (sector c) as the predictors. The results ($F_{(71,238)} = 9.10$, $p < 0.01$) showed that overall regression was significant. Out of 74 predictors, three (Noncontroversial and Tolerant toward Coworkers, Change Value, and O.K. Styles) Variables could not be included due to F -level or tolerance level being insufficient for further computation. The 71 variables entered stepwise into the regression equation explained 73.08 per cent variance in the criterion variable. Adjusted R^2 however was 0.6504 meaning that the shared variance after correction for inflation due to inclusion of large number of variables was 65.04 per cent. A shortlisted regression equation consisting of 4 predictors explaining 62 per cent variance (Adjusted $R^2 = 0.61$) was retained. It may be noted that in tabular presentation, the adjusted R^2 coefficients for the fourth variable appears to be similar to that of the third variable due to rounding off. Results based on these 4 predictors (Table 34) showed that overall regression was significant ($F_{(4,305)} = 122.72$,

Table 34

Multiple Regression Analysis Results Incorporating Organizational Effectiveness as the Criterion, and Person's Environment, Person Related Variables, and Organization Related Variables as the Predictors

| Variables | \bar{r} | R^2 | Adjusted R^2 | Beta | b | Std.error | $F(1,305)$ |
|-----------|-----------|-------|----------------|------|------|-----------|------------|
| | | | | | | of b | |
| CCL | .76 | .76 | .58 | .71 | .37 | .02 | 368.09** |
| HC | .28 | .77 | .60 | .12 | .21 | .07 | 9.79** |
| IESPWE | .28 | .78 | .61 | .11 | .13 | .04 | 9.08* |
| TPEDC | -.11 | .79 | .62 | -.09 | -.09 | .04 | 5.75 |
| Constant | | | | | 2.09 | | |

ANOVA for regression

| Source | SS | df | MS | F | p |
|------------|---------|-----|--------|--------|------|
| Regression | 1770.52 | 4 | 442.63 | 122.72 | 0.01 |
| Residual | 1100.07 | 305 | 3.61 | | |

* $p < 0.05$. ** $p < 0.01$.

$p < 0.01$). All the variables were individually significant. Out of significant predictors Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers was the negative predictor of Organizational Effectiveness, meaning that other things being constant, the magnitude of this variable should be relatively low in order to have higher Organizational Effectiveness. Out of remaining positive predictors, the variables could be interpreted as having their respective strength of association in the following order. Conducive Climate, Harmony and Consistency, and Independence Emphasis and Stimulation in Present Work Environment.

Question 33. What is the strength of association of Organizational Effectiveness as the criterion and variables of Person's Environment, Person Related Variables, Organization Related Variables, and Person Level Outcomes as the predictors?

The MRA results with Organizational Effectiveness as criterion and variables of sectors a, b, c, and e as predictors showed ($F(76,233) = 8.70, p < 0.01$) that overall regression was significant. Out of 81 predictors, five variables (Noncontroversial and Tolerant toward Coworkers, Competent, Considerate, Proper, and Forward Work Model, External Attribution in Failure, Seniority, and Stimulating Present Social Environment) could not be included due to F -level or tolerance level being insufficient for further computation. The 76 variables entered stepwise into the regression equation explained 73.95 per cent variance (Adjusted $R^2 = 0.6545$). A shortlisted regression equation consisting of 6 predictors explaining 63 per cent variance (Adjusted $R^2 = 0.63$) was retained. Results based

on these 6 variables (Table 35) showed that overall regression was significant ($F(6,306) = 87.47, p < 0.01$). All the variables were individually significant predictors and had positive beta weights which could be interpreted as having their respective strength of association in following order; Conducive Climate, Harmony and Consistency, Job or Position Change, Effective Communication and Dealing, Decentralization, and Independence Emphasis and Stimulation in Present Work Environment.

Although the main thesis of the present work was to explore the essence of subjectively defined success, it would be interesting and worthwhile to evaluate the variables in this study against some direct, "objective", and traditionally agreed upon criteria of success. In comparison to the earlier on mentioned subjectively defined success constructs, three relatively direct indexes of success were included. First was a component of Biographical Information, namely Job or Position Change. This essentially indicated the history of promotion which has been considered to be an indicator of success in the literature. The second index was termed as Conventional Criterion of Success and was derived by dividing the salary by age of the role incumbents. This is fairly standard and traditionally used criterion of success in the literature. The third index was a direct report of self-perceived success that was termed as Perceived Self-success Index. Details of analyses with these three criteria of success follow. It may be noted that in all the analyses consisting of these three criteria of success, the other variables of sector e were not included. All

Table 35

Multiple Regression Analysis Results Incorporating Organizational Effectiveness as the Criterion, and Person's Environment, Person Related Variables, Organization Related Variables, and Person Level Outcomes as the Predictors

| Variables | \bar{r} | R^2 | Adjusted R^2 | Beta | b | Std.error | F (1,303) |
|-----------|-----------|-------|----------------|------|-------|-----------|-------------|
| | | | R^2 | | | of b | |
| CCL | .76 | .76 | .58 | .67 | .34 | .02 | 303.49** |
| HC | .28 | .77 | .60 | .12 | .22 | .07 | 10.56** |
| JPC | .12 | .78 | .61 | .09 | .07 | .03 | 6.90** |
| ECD | .26 | .79 | .62 | .10 | .23 | .08 | 7.56* |
| D | .32 | .79 | .63 | .10 | .15 | .06 | 6.63* |
| IESPUE | .28 | .80 | .63 | .08 | .09 | .04 | 5.13 |
| Constant | | | | | -0.52 | | |

ANOVA for regression

| Source | SS | df | MS | F | P |
|------------|---------|-----|--------|-------|------|
| Regression | 1819.92 | 6 | 303.32 | 87.47 | 0.01 |
| Residual | 1050.68 | 303 | 3.47 | | |

* $p < 0.05$. ** $p < 0.01$.

of these three criteria of success were parts of sector e and were related to other sectors such as a, b, c, and d.

Question 34. What is the strength of association of Job or Position Change as the criterion and variables of Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome as the predictors?

A multiple regression analysis was performed to answer this question. The results of MRA with Job or Position Change as criterion and variables of Person's Environment (sector a), Person Related Variables (sector b), Organization Related Variables (sector c), and Organization Level Outcome (sector d) as predictors showed ($F_{(73,236)} = 1.47, p < 0.01$) that overall regression was significant. Out of 75 predictors, two (Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, and Lower level Needs Satisfying Work Situations) variables could not be included due to F -level or tolerance level being insufficient for further computation. The 73 variables entered stepwise into the regression equation explained 31.32 per cent variance (Adjusted $R^2 = 0.1007$) in the criterion variable. A shortlisted regression equation consisting of 8 predictors explaining 16 per cent variance (Adjusted $R^2 = 0.14$) was retained. Results based on these 8 variables (Table 36) showed that overall regression was significant ($F_{(8,301)} = 7.41, p < 0.01$). All the variables were individually significant. Out of significant predictors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Concern for "Own People" in Present Social Environment, Quality through Self and Mutual Development,

Table 36

Multiple Regression Analysis Results Incorporating Job or Position Change as the Criterion, and Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome as the Predictors

| Variables | \bar{r} | R^2 | Adjusted R^2 | Beta | b | Std.error | \bar{r} (1,301) |
|-----------|-----------|-------|----------------|------|------|-----------|-------------------|
| | | | | | | of b | |
| TPEDC | -.21 | .21 | .05 | -.16 | -.21 | .07 | 9.07** |
| OKS | .19 | .28 | .08 | .17 | .27 | .10 | 7.49** |
| COPPSE | -.18 | .31 | .10 | -.16 | -.32 | .11 | 9.04** |
| IESPUE | .16 | .34 | .11 | .16 | .24 | .08 | 8.55* |
| QSMD | -.02 | .36 | .13 | -.14 | -.27 | .11 | 5.81* |
| FEPE | .09 | .38 | .14 | .11 | .26 | .12 | 4.44* |
| PS | .14 | .39 | .15 | .15 | .37 | .15 | 6.05* |
| SG | -.06 | .41 | .16 | -.11 | -.15 | .08 | 3.96 |
| Constant | | | | | 3.19 | | |

ANOVA for regression

| Source | SS | df | MS | \bar{r} | p |
|------------|---------|-----|-------|-----------|------|
| Regression | 744.17 | 8 | 93.02 | 7.41 | 0.01 |
| Residual | 3779.15 | 301 | 12.56 | | |

$p < 0.05$. ** $p < 0.01$.

and Sattwa Guna were negative predictors of Job or Position Change. Out of remaining positive predictors, the variables could be interpreted as having their strength of association in following order; O.K. Styles, Independence Emphasis and Stimulation in Present Work Environment, Factor E of 16 PF, and Philanthropic and Sentient.

Question 35. What is the strength of association of Conventional Criterion of Success as the criterion and variables of Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome as the predictors?

The results of MRA in which variables of sector a, b, c, and d were the predictors and Conventional Criterion of Success was the criterion showed ($F_{71,238} = 1.92, p < 0.01$) that overall regression was significant. Out of 75 predictors, four variables (Noncontroversial and Tolerant toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Competent, Considerate, Proper, and Forward Work Model, and Dominant and Ambitious) could not be included due to F -level being insufficient for further computation. The 71 variables entered stepwise into the regression equation explained 36.46 per cent variance (Adjusted $R^2 = 0.1751$) in the criterion variable. A shortlisted regression equation consisting of 9 predictors explaining 22 per cent variance (Adjusted $R^2 = 0.20$) was retained. It may be noted that in tabular presentation, the adjusted R^2 coefficients for ninth variable appears to be similar to that of the eighth variable due to rounding off. Results

based on these 9 predictors (Table 37) showed that overall regression was significant ($F(9, 300) = 9.66, p < 0.01$). All the variables except "Own People" Success Archetype, and Not O.K. Styles were individually significant predictors. Out of significant predictors, External Locus of Control, Rajas Positive Guna, and Patriotism and Altruism were negative predictors of Conventional Criterion of Success. Out of remaining positive predictors, the variables could be interpreted as having their respective strength of association in the following order; Parental Socio-economic Status, Independence Emphasis and Stimulation in Present Work Environment, Lower level Needs Satisfying Work Situations, and Internal Attribution in Success.

Question 36. What is the strength of association of Perceived Self-success Index as the criterion and variables of Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome as the predictors?

A MRA was performed with variables of sectors a, b, c, and d as predictors and Perceived Self-success Index as criterion. The results ($F(69, 240) = 3.06, p < 0.01$) showed that overall regression was significant. Out of 75 predictors, six variables ("Own People" Success Archetype, Leadership and Power, Self-centered and Spontaneous Work Model, Sattwa Guna, Self-confidence, and Factor I of 16 PF) could not be included due to F-level or tolerance level being insufficient for further computation. The 69 variables entered stepwise into the regression equation explained 46.80 per cent variance (Adjusted $R^2 = 0.3150$) in the criterion variable. A shortlisted regression

Table 37

Multiple Regression Analysis Results Incorporating Conventional Criterion of Success as the Criterion, and Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome as the Predictors

| Variables | \bar{r} | R^2 | Adjusted R^2 | Beta | \bar{b} | Std.error | \bar{F} (1,300) |
|-----------|-----------|-------|----------------|------|-----------|-----------|-------------------|
| | | | | | | | |
| ELC | -.27 | .27 | .07 | -.15 | -46.69 | 16.87 | 7.66** |
| PSES | .22 | .33 | .10 | .21 | 29.30 | 7.43 | 15.55** |
| IESPUE | .18 | .36 | .13 | .16 | 29.25 | 9.74 | 9.01** |
| OPSA | -.23 | .39 | .14 | -.11 | -16.68 | 8.53 | 3.82** |
| LNSUS | .10 | .41 | .17 | .15 | 46.72 | 16.23 | 8.29* |
| RPG | -.14 | .43 | .19 | -.13 | -24.14 | 9.68 | 6.22** |
| IAS | .16 | .45 | .20 | .16 | 54.31 | 18.79 | 8.35* |
| PA | -.09 | .47 | .22 | -.13 | -21.24 | 8.84 | 5.78** |
| NOKS | -.20 | .47 | .20 | -.10 | -15.69 | 8.74 | 3.22** |
| Constant | | | | | 1008.52 | | |

ANOVA for regression

| Source | SS | df | MS | \bar{F} | p |
|------------|-------------|-----|------------|-----------|------|
| Regression | 15234491.06 | 9 | 1692721.23 | 9.66 | 0.01 |
| Residual | 52564449.01 | 300 | 175214.83 | | |

ns = not significant at $p < 0.05$. * $p < 0.05$. ** $p < 0.01$.

equation consisting of 10 predictors explaining 35 per cent variance (Adjusted $R^2 = 0.33$) was retained. Results based on these 10 variables (Table 38) showed that overall regression was significant ($F_{(10, 299)} = 15.96, p < 0.01$). All the variables except Conducive Climate were individually significant predictors. Out of significant predictors External Attribution in Failure, Rajas Negative Guna, and Valuing Intellect, Independence, Imagination, and Logic were negative predictors of Perceived Self-success Index. Out of remaining positive predictors, the variables could be interpreted as having their respective strength of association in the following order; Quality through Self and Mutual Development, Achievement and Independence Reinforcing Present Work Environment, Dominant and Ambitious, Internal Locus of Control, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, and Quality through Team Building.

It was considered worthwhile to see the relationship of Job Satisfaction, and Off-the-Job Satisfaction with Perceived Self-success Index, and Conventional Criterion of Success. The following research question was raised.

Question 37. What are the relationships of Perceived Self-success Index, and Conventional Criterion of Success with Job Satisfaction, and Off-the-Job Satisfaction?

Table 39 presents results of CC in which Left Hand Variate composed of Perceived Self-success Index, and Conventional Criterion of Success was related to Right Hand Variate composed of Job Satisfaction, and Off-the-Job Satisfaction. One CC out of

Table 38

Multiple Regression Analysis Results Incorporating Perceived Self-success Index as the Criterion, and Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome as the Predictors

| Variables | r | R^2 | Adjusted R^2 | Beta | b | Std.error | F (1,299) |
|-----------|------|-------|----------------|------|------|-----------|--------------------|
| of b | | | | | | | |
| QSMD | .38 | .38 | .14 | .21 | .25 | .07 | 13.13** |
| AIRPWE | .32 | .45 | .19 | .14 | .12 | .04 | 7.95** |
| DA | .31 | .48 | .23 | .18 | .33 | .09 | 12.17* |
| EAF | -.17 | .51 | .25 | -.12 | -.12 | .05 | 6.47* |
| ILC | .32 | .53 | .27 | .12 | .23 | .09 | 5.79* |
| RNG | -.14 | .54 | .28 | -.11 | -.16 | .07 | 5.08 ^{ns} |
| CCL | .28 | .55 | .29 | .07 | .03 | .02 | 1.83** |
| VIIIL | .06 | .56 | .30 | -.22 | -.21 | .06 | 14.26** |
| VCACB | .24 | .58 | .32 | .19 | .19 | .06 | 11.02* |
| QTB | .33 | .59 | .33 | .12 | .09 | .05 | 4.18 |
| Constant | | | | | 5.81 | | |

ANOVA for regression

| Source | SS | df | MS | F | p |
|------------|---------|------|-------|-------|------|
| Regression | 623.29 | 10 | 62.33 | 15.96 | 0.01 |
| Residual | 1167.45 | 299 | 3.90 | | |

ns = not significant at $p < 0.05$. * $p < 0.05$. ** $p < 0.01$.

Table 39

Canonical Correlation Showing Relationships of Perceived
Self-success Index and Conventional Criterion of Success
with Job Satisfaction and Off-the-Job Satisfaction

| Variables | Set 1 ----- Loadings |
|-----------------------------------|----------------------------|
| Left hand set ----- | |
| PSSI | 1.00 |
| CCS | 0.37 |
| Right hand set ----- | |
| JS | 1.00 |
| OJS | 0.99 |
| ----- | |
| <u>R_c</u> | 0.2922 |
| <u>R_c</u> ² | 0.0854 |
| Chi-square | 28.34 |
| <u>df</u> | 4 |
| <u>p</u> > | 0.01 |
| Variance <u>LHS</u> | 0.7763 |
| <u>Rdx</u> <u>LHS</u> | 0.0663 |
| Variance <u>RHS</u> | 1.0000 |
| <u>Rdx</u> <u>RHS</u> | 0.0854 |

possible two turned out to be significant.

The CC results showed that both the variates mutually shared 9 per cent variance. The Left Hand Variate represented a situation that was marked by presence of variables such as Perceived Self-success Index, and Conventional Criterion of Success. This Left Hand Variate was related significantly to Right Hand Variate that represented a situation that was marked by presence of Job Satisfaction, and Off-the-Job Satisfaction.

One more question of interest could be to see the relationship of satisfaction and success indexes with other variables in the study which would enable one to examine the correspondence of success and satisfaction with relevant variables. The following question was sought to be answered.

Question 38. What are the relationships of the dimensions of Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome with Perceived Self-success Index, Conventional Criterion of Success, Job Satisfaction, and Off-the-Job Satisfaction?

Canonical correlations was calculated to answer this question. Table 40 presents results of CC in which Left Hand Variate composed of variables of Person's Environment (sector a), Person Related Variables (sector b), Organization Related Variables (sector c), and Organization Level Outcome (sector d) was related to Right Hand Variate composed of Perceived Self-success Index, Conventional Criterion of Success, Job Satisfaction and Off-the-Job Satisfaction. Three CCs out of possible four turned out to be significant.

Table 40

Canonical Correlations Showing Relationships of the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, and Organization Level Outcome with Perceived Self-success Index, Conventional Criterion of Success, Job Satisfaction, and Off-the-Job Satisfaction

| Variables | Set 1 | Set 2 | Set 3 |
|------------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings |
| Left hand set ----- | | | |
| SCE | -0.01 | -0.21 | 0.18 |
| COPCE | 0.04 | -0.05 | -0.07 |
| SAE | 0.03 | -0.23 | 0.16 |
| COPAE | 0.05 | -0.05 | -0.04 |
| IEAE | 0.11 | -0.07 | 0.07 |
| SPSE | 0.26 | 0.07 | 0.19 |
| COPPSE | 0.03 | 0.04 | -0.05 |
| IESPWE | 0.44 | 0.37 | 0.09 |
| COPPWE | 0.08 | 0.08 | -0.06 |
| AIRPWE | 0.34 | 0.30 | 0.24 |
| CCPUM | 0.06 | -0.30 | -0.02 |
| PSES | -0.15 | -0.01 | 0.33 |
| CV | 0.11 | -0.26 | 0.13 |
| VCACB | 0.30 | -0.49 | -0.13 |
| VWBWPE | 0.21 | -0.23 | -0.14 |
| VFH | 0.16 | -0.19 | -0.09 |
| VIHH | 0.19 | -0.27 | -0.10 |
| VIIIL | 0.13 | -0.42 | -0.14 |
| WE | 0.31 | -0.28 | -0.12 |
| BAF | -0.21 | -0.02 | -0.10 |
| IAF | -0.04 | -0.03 | 0.26 |
| EAS | 0.15 | 0.07 | -0.19 |
| IAS | 0.32 | -0.33 | 0.12 |
| LNSUS | 0.08 | -0.25 | 0.13 |
| HNSUS | 0.13 | -0.11 | -0.14 |
| PS | 0.19 | -0.15 | -0.14 |
| CW | 0.29 | -0.23 | 0.05 |
| DCSP | 0.35 | -0.16 | -0.01 |
| DA | 0.33 | -0.27 | -0.00 |
| TG | -0.20 | 0.27 | -0.05 |
| RPG | 0.13 | -0.13 | -0.19 |
| SG | 0.23 | -0.10 | -0.12 |
| RNG | -0.15 | 0.11 | -0.03 |
| CCPFUM | 0.13 | -0.04 | 0.21 |
| SCSUM | -0.04 | 0.10 | -0.09 |
| LPCI | 0.02 | 0.27 | -0.17 |
| ILC | 0.35 | -0.02 | 0.03 |
| ELC | 0.01 | -0.02 | -0.43 |

(table continues)

Table 40 (continued)

| Variables | Set 1 | Set 2 | Set 3 |
|------------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings |
| n-ach. | 0.25 | -0.03 | -0.02 |
| n-power | 0.20 | 0.05 | -0.15 |
| OPA | -0.02 | 0.09 | -0.20 |
| PSC | 0.12 | -0.24 | 0.11 |
| SC | 0.22 | -0.13 | 0.04 |
| FEFF | 0.08 | 0.03 | 0.15 |
| FIPF | -0.09 | -0.08 | -0.01 |
| SAB | 0.29 | -0.17 | -0.12 |
| ODDSp | -0.02 | 0.09 | -0.24 |
| ISDSp | 0.21 | -0.19 | 0.03 |
| ADSp | 0.04 | -0.17 | -0.16 |
| NCTSp | 0.04 | -0.05 | -0.18 |
| OPOEDSp | 0.06 | -0.08 | -0.11 |
| RADSp | 0.12 | -0.07 | -0.12 |
| TPEDC | 0.02 | 0.24 | -0.26 |
| NCTC | 0.03 | -0.02 | -0.28 |
| TPEDSb | 0.07 | 0.21 | -0.26 |
| EDDSb | 0.20 | -0.12 | -0.07 |
| NDCDSb | -0.01 | 0.15 | -0.18 |
| QTB | 0.38 | -0.04 | 0.14 |
| QSMd | 0.43 | -0.13 | 0.15 |
| QPM | 0.26 | -0.12 | 0.03 |
| NOKS | 0.01 | 0.19 | -0.29 |
| OKS | 0.30 | -0.10 | -0.01 |
| SS | 0.42 | 0.24 | 0.00 |
| HC | 0.03 | 0.12 | -0.00 |
| CCL | 0.38 | 0.19 | 0.02 |
| D | 0.10 | 0.20 | 0.15 |
| LMX | 0.31 | 0.11 | 0.01 |
| OE | 0.35 | 0.22 | 0.04 |
| Right hand set | | | |
| ----- | | | |
| PSSI | 0.70 | -0.11 | 0.21 |
| JS | 0.32 | 0.91 | 0.07 |
| OJS | -0.02 | 0.72 | 0.30 |
| CCS | 0.13 | -0.03 | 0.76 |
| ----- | | | |
| <u>Rc</u> ₂ | 0.7099 | 0.6667 | 0.5894 |
| <u>Rc</u> | 0.5040 | 0.4445 | 0.3474 |
| Chi-square | 544.17 | 352.42 | 191.65 |
| df | 272 | 201 | 132 |
| <u>p</u> < | 0.01 | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.0440 | 0.0348 | 0.0229 |
| <u>Rdx</u> <u>LHS</u> | 0.0222 | 0.0155 | 0.0080 |
| Variance <u>RHS</u> | 0.1534 | 0.3389 | 0.1775 |
| <u>Rdx</u> <u>RHS</u> | 0.0773 | 0.1506 | 0.0617 |

The first CC results showed that both the variates mutually shared 50 per cent variance. The first Left Hand Variate could be thought of as being loaded positively with Independence Emphasis and Stimulation in Present Work Environment, and Achievement and Independence Reinforcing Present Work Environment factors of Person's Environment; Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Work Ethic, Internal Attribution in Success, Desirable characteristics of Successful Person, Dominant and Ambitious, Internal Locus of Control, Quality through Team Building, Quality through Self and Mutual Development, and O.K. Styles of Person Related Variables; Superior Support, Conducive Climate, and Leader-Member Exchange of Organization Related Variables; and Organizational Effectiveness of Organization Level Outcome. This variate was related significantly to Right Hand Variate that was loaded positively with Perceived Self-success Index, and Job Satisfaction.

The second CC results showed that both the canonical variates shared 44 per cent variance. The second Left Hand Variate could be thought to be loaded positively with Independence Emphasis and Stimulation in Present Work Environment, and Achievement and Independence Reinforcing Present Work Environment, and loaded negatively with Considerate and Competent Pework Model factors of Person's Environment; loaded negatively with Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing Intellect, Independence, Imagination. and Logic. and Internal Attribution in Success of

Person Related Variables. This variate was related significantly to Right Hand Variate that was loaded positively with Job Satisfaction and Off-the-Job Satisfaction.

The third CC results showed that both sets of variables mutually shared 35 per cent variance. The third Left Hand Set could be thought of as being loaded positively with Parental Socio-economic Status factor of Person's Environment; and loaded negatively with External Locus of Control of Person Related Variables. This set was related significantly to Right Hand Set that was loaded positively with Off-the-Job Satisfaction, and Conventional Criterion of Success.

Success as the Cynosure: Further Explorations

Needless to reiterate that the crux of this work would lie in the explorations into the concept of Idealized Success. Consequently, the construct would be explored and related to a number of other variables in several combinations. It would be recalled that according to the conceptual scheme presented in Figure 1, the variables were schematized as belonging to six sectors. It was conjectured that the different types of Idealized Success could be a function of differential environments that individuals are exposed to. Thus the relationships between the constituents of sector a with Idealized Success types were examined using canonical correlation analysis (p. 313). Further, it was argued that the Idealized Success types may be thought to be as preferences for certain modes of existence. From this view point, the Idealized Success may be treated as somewhat similar to what is known as the values in the literature. Thus it was thought to be useful to see the

relationship of Idealized Success types with other indexes of Person's Values comprising subsector b1 as reported earlier (pp. 319 - 321).

Subsequently, Idealized Success types were related to other variables in a number of ways the description of which follow shortly. Here it needs to be pointed out that schematic representation wise, the Idealized Success formed a part of sector b and specifically subsector b1. Thus, wherever Idealized Success was related to any domain of which it formed a subset, the Idealized Success was excluded from that domain. For example, while relating Idealized Success types with the constituents of subsector b1 or sector b as a whole, the Idealized Success did not form a part of them.

The details of further explorations with the construct of Idealized Success follow.

Question 39. What are the relationships of the dimensions of Idealized Success with Perceived Self-success Index, and Conventional Criterion of Success?

Canonical correlation was calculated to answer this question. Table 41 shows results of CC in which Left Hand Variate composed of factors of Idealized Success was related to Right Hand Variate composed of Perceived Self-success Index, and Conventional Criterion of Success. Both of the possible CCs turned out to be significant.

The first CC results showed that both of the variates mutually shared 13 per cent variance. The first Left Hand Variate could be thought to be loaded negatively with "Own

Table 41

Canonical Correlations Showing Relationships of the Dimensions of Idealized Success with Perceived Self-success Index and Conventional Criterion of Success

| Variables | Set 1 | Set 2 |
|-------------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings |
| <u>Left hand set</u> | | |
| OS | -0.07 | 0.44 |
| OPSA | -0.61 | -0.19 |
| EWL | -0.17 | 0.80 |
| CL | -0.56 | 0.35 |
| LP | -0.21 | 0.62 |
| JPS | -0.46 | 0.11 |
| PA | -0.53 | 0.46 |
| <u>Right hand set</u> | | |
| PSSI | -0.40 | 0.97 |
| CCS | 0.72 | 0.65 |
| <u>Rc</u> ₂ | 0.3655 | 0.3212 |
| <u>Rc</u> | 0.1336 | 0.1032 |
| Chi-square | 76.94 | 33.21 |
| df | 14 | 6 |
| <u>p</u> $\bar{\alpha}$ | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.1788 | 0.2293 |
| <u>Rdx</u> <u>LHS</u> | 0.0239 | 0.0237 |
| Variance <u>RHS</u> | 0.3425 | 0.6784 |
| <u>Rdx</u> <u>RHS</u> | 0.0458 | 0.0699 |

People" Success Archetype, Comfortable Living, Job Prestige and Stability, and Patriotism and Altruism. This variate was related significantly to Right Hand Variate that was loaded positively with Conventional Criterion of Success, and loaded negatively with Perceived Self-success Index.

The second CC results showed that both canonical variates mutually shared 10 per cent variance. The second Left Hand Variate could be thought to be loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, and Patriotism and Altruism. This variate was related significantly to Right Hand Variate that was loaded positively with Perceived Self-success Index, and Conventional Criterion of Success.

Question 40. What are the relationships of Factors E and I of 16 PF with the dimensions of Idealized Success?

Table 42 presents results of CC in which Left Hand Set composed of Factor E of 16 PF, and Factor I of 16 PF was related to Right Hand Set composed of factors of Idealized Success. One CC out of possible two turned out to be significant.

The CC results showed that both the sets mutually shared 08 per cent of variance. The Left Hand Set could be thought of as loaded negatively with Factor E of 16 PF. This set of variables was related significantly to Right Hand Set that was loaded positively with Job Prestige and Stability, and Patriotism and Altruism, and loaded negatively with Excellent Work Life, Comfortable Living, and Leadership and Power.

Question 41. What are the relationships between the dimensions of Person Related Variables and Idealized Success?

Table 43 presents results of CC in which Left Hand Variate composed of Person Related Variables (sector b) was related to Right Hand Variate composed of factors of Idealized Success. Four CCs out of possible seven turned out to be significant.

The first CC results showed that both of the variates mutually shared 59 per cent variance. The first Left Hand Variate could be thought of as representing a situation that was marked by presence of variables such as Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, Work Ethic, Internal Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-concept, Self-confidence, Self-actualizing Behavior, Indispensability of Self Directed toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K.

Table 43

Canonical Correlations Showing Relationships between the
Dimensions of Person Related Variables and Idealized Success

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings | Set 4 ----- Loadings |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | | |
| CV | 0.47 | -0.17 | -0.12 | 0.03 |
| VCACB | 1.00 | -0.10 | 0.01 | -0.07 |
| VWBWPE | 0.66 | -0.07 | 0.24 | -0.11 |
| VFH | 0.60 | -0.01 | 0.26 | 0.07 |
| VIHH | 0.68 | 0.13 | 0.12 | -0.06 |
| VIIIL | 0.77 | -0.04 | -0.11 | 0.03 |
| WE | 0.70 | -0.10 | 0.04 | -0.13 |
| EAF | -0.07 | 0.12 | -0.08 | -0.03 |
| IAF | -0.03 | -0.26 | -0.11 | 0.09 |
| EAS | 0.10 | 0.26 | -0.10 | -0.06 |
| IAS | 0.69 | -0.11 | -0.12 | -0.00 |
| LNSWS | 0.37 | 0.20 | -0.24 | -0.07 |
| HNSWS | 0.36 | 0.25 | -0.22 | -0.09 |
| PS | 0.75 | 0.09 | 0.13 | 0.10 |
| CW | 0.47 | 0.04 | -0.05 | 0.02 |
| DCSP | 0.86 | -0.15 | -0.11 | 0.06 |
| DA | 0.58 | 0.13 | -0.30 | -0.15 |
| TG | -0.35 | 0.13 | -0.01 | 0.08 |
| RPG | 0.25 | 0.26 | -0.19 | -0.23 |
| SG | 0.44 | 0.06 | 0.13 | -0.07 |
| RNG | -0.24 | 0.01 | -0.09 | 0.13 |
| CCPFWM | 0.35 | -0.24 | -0.15 | -0.05 |
| SCSWM | -0.08 | 0.34 | -0.10 | -0.04 |
| LPCI | -0.22 | 0.14 | 0.00 | -0.08 |
| ILC | 0.42 | 0.10 | -0.19 | 0.15 |
| ELC | 0.04 | 0.47 | 0.04 | -0.21 |
| n-ach. | 0.49 | 0.06 | -0.19 | 0.10 |
| n-power | 0.20 | 0.39 | -0.26 | 0.09 |
| OPA | 0.04 | 0.53 | 0.01 | -0.09 |
| PSC | 0.32 | -0.49 | -0.04 | -0.18 |
| SC | 0.53 | -0.15 | -0.02 | 0.10 |
| FEFF | -0.07 | 0.01 | -0.31 | -0.00 |
| FIPF | -0.06 | -0.05 | -0.00 | -0.09 |
| SAB | 0.71 | -0.03 | 0.10 | -0.08 |
| ODDSp | 0.02 | 0.70 | -0.04 | 0.11 |
| ISDSp | 0.51 | 0.10 | -0.16 | 0.02 |
| ADSp | 0.28 | 0.30 | -0.11 | -0.10 |
| NCTSp | 0.15 | 0.36 | -0.08 | -0.03 |
| OPOEDSp | 0.32 | 0.35 | -0.05 | 0.01 |

(table continues)

Table 43 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|------------------------|-------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings | ----- Loadings |
| RADSp | 0.40 | 0.42 | -0.09 | 0.30 |
| TPEDC | -0.17 | 0.66 | -0.03 | 0.09 |
| NCTC | 0.04 | 0.33 | 0.00 | -0.14 |
| TPEDSb | -0.09 | 0.60 | -0.04 | 0.05 |
| EDDSb | 0.48 | 0.05 | -0.17 | -0.11 |
| NDCDSb | -0.07 | 0.52 | -0.20 | 0.02 |
| QTB | 0.56 | 0.01 | -0.02 | 0.20 |
| QSMD | 0.53 | -0.14 | -0.16 | 0.16 |
| QPM | 0.56 | -0.02 | 0.01 | -0.08 |
| NOKS | -0.07 | 0.55 | -0.11 | 0.03 |
| OKS | 0.67 | 0.07 | -0.07 | 0.10 |
| Right hand set | ----- | ----- | ----- | ----- |
| OS | 1.00 | -0.16 | -0.08 | -0.17 |
| OPSA | 0.06 | 0.95 | -0.16 | 0.04 |
| EWL | 0.71 | -0.19 | -0.36 | -0.27 |
| CL | 0.68 | 0.33 | -0.13 | -0.48 |
| LP | 0.65 | 0.20 | -0.41 | 0.14 |
| JPS | 0.65 | 0.17 | 0.05 | -0.56 |
| PA | 1.00 | 0.16 | 0.22 | 0.18 |
| <u>Rc</u> ₂ | 0.7659 | 0.6880 | 0.5751 | 0.4954 |
| <u>Rc</u> | 0.5867 | 0.4733 | 0.3308 | 0.2454 |
| Chi-square | 789.99 | 541.74 | 361.59 | 248.74 |
| df | 350 | 294 | 240 | 188 |
| <u>p</u> < | 0.01 | 0.01 | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.2082 | 0.0824 | 0.0190 | 0.0117 |
| <u>Rdx</u> <u>LHS</u> | 0.1221 | 0.0390 | 0.0063 | 0.0029 |
| Variance <u>RHS</u> | 0.6439 | 0.1661 | 0.0568 | 0.0988 |
| <u>Rdx</u> <u>RHS</u> | 0.3778 | 0.0786 | 0.0188 | 0.0243 |

Styles, but was lacked in terms of factor namely Tamas Guna of Person Related Variables. This variate was related significantly to Right Hand Variate that represented a situation which was marked by presence of factors such as Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism of Idealized Success.

The second CC results showed that both sets mutually shared 47 per cent variance. The second Left Hand Set could be thought of as loaded positively with Self-centered and Spontaneous Work Model, External Locus of Control, Need for Power, Opinion toward Physical Attractiveness, Omnibus Diplomacy Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Noncontroversial and Tolerant toward Coworkers, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Name Dropping and Cornering Directed toward Subordinates, and Not O.K. Styles, and loaded negatively with Positive Self-concept. This set was related significantly to Right Hand Set that was loaded positively with "Own People" Success Archetype, and Comfortable Living.

The third CC results showed that both variates mutually shared 33 per cent variance. The third Left Hand Variate could be thought to be loaded negatively with Dominant and Ambitious, and Factor E of 16 PF. This variate was related significantly to

Right Hand Variate that was loaded negatively with Excellent Work Life, and Leadership and Power.

The fourth CC results showed that both canonical variates shared 25 per cent variance. The fourth Left Hand Variate could be thought to be loaded positively with Reinforcement and Authoritativeness Directed toward Superiors. This variate was related significantly to Right Hand Variate that was loaded negatively with Comfortable Living, and Job Prestige and Stability.

Question 42. What are the relationships of the dimensions of Person's Values and Characteristics with the dimensions of Idealized Success?

Table 44 shows results of CC in which Left Hand Set composed of variables of Person's Values and Characteristics (subsectors b1 and b2) was related to Right Hand Set composed of variables of Idealized Success. Only three CCs out of possible seven turned out to be significant.

The first CC results showed that both sets of variables mutually shared 55 per cent variance. The first Left Hand Set could be thought to be loaded positively with Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imaginations and Logic, and Work Ethic factors of Person's Values; Internal Attribution in Success, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of

Table 44

Canonical Correlations Showing Relationships of the Dimensions
of Person's Values and Characteristics with Idealized Success

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings |
|-------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | |
| CV | 0.49 | -0.00 | 0.16 |
| VCACB | 0.96 | 0.14 | -0.09 |
| VJBUPE | 0.63 | -0.01 | -0.33 |
| VFH | 0.55 | 0.03 | -0.32 |
| VIHH | 0.67 | -0.03 | -0.17 |
| VIIIL | 0.73 | 0.18 | 0.05 |
| WE | 0.69 | 0.07 | -0.02 |
| EAF | -0.10 | 0.16 | 0.05 |
| IAF | 0.05 | -0.25 | 0.18 |
| EAS | 0.01 | 0.35 | -0.03 |
| IAS | 0.67 | 0.11 | 0.09 |
| LNSUS | 0.29 | 0.44 | 0.16 |
| HNSUS | 0.27 | 0.49 | 0.18 |
| PS | 0.67 | 0.26 | -0.19 |
| CW | 0.42 | 0.20 | 0.02 |
| DCSP | 0.85 | 0.08 | 0.13 |
| DA | 0.52 | 0.48 | 0.23 |
| TG | -0.36 | 0.05 | -0.01 |
| RPG | 0.18 | 0.48 | 0.10 |
| SG | 0.39 | 0.14 | -0.17 |
| RNG | -0.22 | -0.02 | 0.14 |
| CCPFWM | 0.40 | -0.10 | 0.18 |
| SCSUM | -0.17 | 0.42 | 0.03 |
| LPCI | -0.25 | 0.13 | -0.05 |
| ILC | 0.37 | 0.33 | 0.18 |
| ELC | -0.11 | 0.54 | -0.21 |
| n-ach. | 0.45 | 0.29 | 0.21 |
| n-power | 0.08 | 0.59 | 0.18 |
| OPA | -0.13 | 0.62 | -0.18 |
| PSC | 0.45 | -0.43 | 0.17 |
| SC | 0.54 | -0.03 | 0.07 |
| FEFF | -0.05 | 0.17 | 0.31 |
| FIPF | -0.05 | -0.09 | 0.00 |
| Right hand set ----- | | | |
| OS | 1.00 | 0.05 | 0.06 |
| OPSA | -0.27 | 0.99 | -0.10 |
| EWL | 0.69 | 0.19 | 0.17 |
| CL | 0.56 | 0.65 | 0.02 |

(table continues)

Table 44 (continued)

| Variables | Set 1 | Set 2 | Set 3 |
|-----------------------|----------|----------|----------|
| | Loadings | Loadings | Loadings |
| LP | 0.52 | 0.53 | 0.39 |
| JPS | 0.51 | 0.36 | -0.18 |
| PA | 1.00 | 0.30 | -0.28 |
| <hr/> | | | |
| R_c^2 | 0.7398 | 0.6118 | 0.5142 |
| R_c | 0.5474 | 0.3743 | 0.2644 |
| Chi-square | 602.95 | 373.47 | 237.72 |
| df | 231 | 192 | 155 |
| $p <$ | 0.01 | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.2135 | 0.0892 | 0.0271 |
| <u>Rdx</u> <u>LHS</u> | 0.1169 | 0.0334 | 0.0072 |
| Variance <u>RHS</u> | 0.5045 | 0.2799 | 0.0439 |
| <u>Rdx</u> <u>RHS</u> | 0.2761 | 0.1048 | 0.0116 |

Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and Forward Work Model, Internal Locus of Control, Need for Achievement, Positive Self-concept, and Self-confidence factors of Person's characteristics; and loaded negatively with Tamas Guna factor of Person's Characteristics. This set was related significantly to Right Hand Set that was loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism of Idealized Success.

The second CC results showed that both variates mutually shared 37 per cent variance. The second Left Hand Variate could be thought of as being loaded positively with External Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Dominant and Ambitious, Rajas Positive Guna, Self-centered and Spontaneous Work Model, Internal Locus of Control, External Locus of Control, Need for Power, and Opinion toward Physical Attractiveness factors of Person's Characteristics; and loaded negatively with Positive Self-concept of Person's Characteristics. This variate was related significantly to Right Hand Variate that was loaded positively with "Own People" Success Archetype, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism factors of Idealized Success.

The third CC results showed that Left and the Right Canonical Variates mutually shared 26 per cent variance. The

third Left Hand Variate could be thought of as loaded negatively with Valuing A World of Beauty, A World at Peace, and Equality, and Valuing Forgiveness and Helpfulness factors of Person's Values; and loaded positively with Factor E of 16 PF of Person's Characteristics. This variate was related significantly to Right Hand Variate that was loaded positively with Leadership and Power factor of Idealized Success.

Question 43. What are the relationships between the dimensions of Person's Behaviors and Idealized Success?

Table 45 presents results of CC in which Left Hand Variate composed of variables of Person's Behaviors (subsector b3) was related to Right Hand Variate composed of variables of Idealized Success. Four CCs out of possible seven turned out to be significant.

The first CC results showed that both the variates mutually shared 35 per cent variance. The first Left Hand Variate could be thought of as representing a situation that was marked by presence of factors such as Self-actualizing Behavior, Omnibus Diplomacy Directed toward Superiors, Indispensability of Self Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Expertise Display Directed toward Subordinates, Name Dropping and Cornering Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual

Table 45

Canonical Correlations Showing Relationships between the
Dimensions of Person's Behaviors and Idealized Success

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings | Set 4 ----- Loadings |
|-------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | | |
| SAB | 0.73 | -0.46 | -0.23 | 0.08 |
| ODDSp | 0.57 | 0.74 | -0.00 | 0.04 |
| ISDSp | 0.64 | -0.15 | 0.07 | -0.09 |
| ADSp | 0.50 | 0.19 | -0.16 | -0.17 |
| NCTSp | 0.44 | 0.29 | -0.09 | -0.26 |
| OPOEDSp | 0.63 | 0.19 | -0.08 | -0.09 |
| RADSp | 0.80 | 0.24 | 0.27 | -0.20 |
| TPEDC | 0.36 | 0.78 | -0.01 | 0.13 |
| NCTC | 0.28 | 0.31 | -0.23 | -0.13 |
| TPEDSb | 0.39 | 0.68 | -0.04 | 0.04 |
| EDDSb | 0.58 | -0.23 | -0.03 | 0.08 |
| NDCDSb | 0.34 | 0.61 | 0.09 | -0.19 |
| QTB | 0.64 | -0.29 | 0.19 | 0.19 |
| QSMD | 0.52 | -0.45 | 0.34 | 0.00 |
| QPM | 0.57 | -0.34 | -0.10 | -0.06 |
| NOKS | 0.38 | 0.63 | 0.02 | 0.18 |
| OKS | 0.83 | -0.31 | 0.10 | 0.32 |
| Right hand set ----- | | | | |
| OS | 0.78 | -0.56 | -0.25 | -0.18 |
| OPSA | 0.68 | 0.83 | 0.01 | -0.26 |
| EWL | 0.44 | -0.49 | 0.06 | -0.48 |
| CL | 0.72 | -0.02 | -0.35 | 0.18 |
| LP | 0.87 | -0.16 | 0.29 | 0.16 |
| JPS | 0.61 | -0.27 | -0.44 | -0.15 |
| PA | 1.00 | -0.35 | -0.01 | 0.06 |
| ----- | | | | |
| R_c | 0.5906 | 0.5781 | 0.3646 | 0.3522 |
| R_c^2 | 0.3488 | 0.3342 | 0.1329 | 0.1241 |
| Chi-square | 374.92 | 247.29 | 126.30 | 83.87 |
| df | 119 | 96 | 75 | 56 |
| $p >$ | 0.01 | 0.01 | 0.01 | 0.05 |
| Variance <u>LHS</u> | 0.3178 | 0.2052 | 0.0237 | 0.0241 |
| <u>Rdx</u> <u>LHS</u> | 0.1109 | 0.0686 | 0.0032 | 0.0030 |
| Variance <u>RHS</u> | 0.5819 | 0.2084 | 0.0676 | 0.0590 |
| <u>Rdx</u> <u>RHS</u> | 0.2030 | 0.0697 | 0.0090 | 0.0073 |

Development, Quality through Productivity Management, Not O.K. Styles, and O.K. Styles of Person's Behaviors. This variate was related significantly to Right Hand Variate which could be thought of as representing a situation that was marked by presence of factors such as Omnibus Success, "Own People" Success Archetype, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism of Idealized Success.

The second CC results showed that both sets of variables mutually shared 33 per cent variance. The second Left Hand Set represented a situation that was marked by presence of factors such as Omnibus Diplomacy Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Noncontroversial and Tolerant toward Coworkers, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Name Dropping and cornering Directed toward Subordinates, and Not O.K. Styles, but was lacked in terms of factors such as Self-actualizing Behavior, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles of Person's Behaviors. This set was related significantly to Right Hand Set that represented a situation which was marked by presence of factor namely "Own People" Success Archetype, but was lacked in terms of factors such as Omnibus Success, Excellent Work Life, and Patriotism and Altruism of Idealized Success.

The third CC results showed that both the Left and the Right Hand Variate mutually shared 13 per cent variance. The third Left Hand Variate represented a situation that was marked by

presence of factor, namely Quality through Self and Mutual Development. This variate was related significantly to Right Hand Variate that could be thought of as representing a situation which was lacked in terms of factors such as Comfortable Living, and Job Prestige and Stability of Idealized Success.

The fourth CC results showed that both variates mutually shared 12 per cent variance. The fourth Left Hand Variate represented a situation that was marked by presence of factor, namely O.K. Styles of Person's Behaviors. This variate was related significantly to Right Hand Variate that represented a situation which lacked in terms of Excellent Work Life factor of Idealized Success.

Question 44. What are the relationships between the dimensions of Organization Related Variables and Idealized Success?

To answer this question, canonical correlation was calculated. The CC results showed (Table 46) that Left Hand Variate composed of Organization Related Variables (sector c) was related to Right Hand Variate composed of factors of Idealized Success. Only one CC out of possible five turned out to be significant.

The CC results showed that both the variates mutually shared 19 per cent variance. The Left Hand Variate could be thought to be loaded positively with Harmony and Consistency, and Decentralization, and loaded negatively with Superior Support, Conducive Climate, and Leader-Member Exchange of Organization Related Variables. This variate was related significantly to

Table 46

Canonical Correlation Showing Relationships between the
Dimensions of Organization Related Variables and Idealized
Success

| Variable | Set 1 ----- Loadings |
|-------------------------|----------------------------|
| Left hand set ----- | |
| SS | -0.64 |
| HC | 0.45 |
| CCL | -0.62 |
| D | 0.45 |
| LMX | -0.68 |
| Right hand set ----- | |
| OS | -0.34 |
| OPSA | -0.63 |
| EWL | -0.51 |
| CL | -0.38 |
| LP | -0.63 |
| JPS | -0.38 |
| PA | -0.84 |
| ----- | ----- |
| R_c^2 | 0.4306 |
| R_c | 0.1854 |
| Chi-square | 96.55 |
| df | 35 |
| $p >$ | 0.01 |
| Variance <u>LHS</u> | 0.3326 |
| <u>Rdx</u> <u>LHS</u> | 0.0617 |
| Variance <u>RHS</u> | 0.3097 |
| <u>Rdx</u> <u>RHS</u> | 0.0574 |

Right Hand Variate that was loaded negatively with Omnibus Success, "Own People" Success Archetype, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism factors of Idealized Success.

Question 45. What are the relationships between the dimensions of Organizational Level Outcome and Idealized Success?

Table 47 presents results of CC in which Left Hand Variate composed of Organizational Effectiveness was related with Right Hand Variate composed of factors of Idealized Success. The CC turned out to be significant. The CC results showed that both the variates mutually shared 05 per cent variance. The Left Hand Variate could be thought to be loaded positively with Organizational Effectiveness. This variate was related significantly to Right Hand Variate that was loaded positively with Omnibus Success, "Own People" Success Archetype, Excellent Work Life, Job Prestige and Stability, and Patriotism and Altruism.

Question 46. What are the relationships between the dimensions of Person Level Outcomes and Idealized Success?

Table 48 presents results of CC in which Left Hand Variate composed of Person Level Outcomes (sector e) was related to Right Hand Variate composed of variables of Idealized Success. Three CCs out of possible seven turned out to be significant.

The first CC results showed that both the variates mutually shared 26 per cent variance. The first Left Hand Variate could be thought of as loaded positively with Seniority, and loaded

Table 47

Canonical Correlation Showing Relationships between the
Dimensions of Organization Level Outcome and Idealized Success

| Variables | Set 1 ----- Loadings |
|-------------------------|----------------------------|
| Left hand set ----- | |
| OE | 1.00 |
| Right hand set ----- | |
| OS | 0.41 |
| OPSA | 0.35 |
| EWL | 0.76 |
| CL | 0.21 |
| LP | 0.07 |
| JPS | 0.46 |
| PA | 0.64 |
| ----- | ----- |
| R_c^2 | 0.2193 |
| R_c | 0.0481 |
| Chi-square | 15.06 |
| df | 7 |
| $p >$ | 0.05 |
| Variance <u>LHS</u> | 1.0000 |
| <u>Rdx</u> <u>LHS</u> | 0.0481 |
| Variance <u>RHS</u> | 0.2202 |
| <u>Rdx</u> <u>RHS</u> | 0.0106 |

Table 48

Canonical Correlations Showing Relationships between the
Dimensions of Person Level Outcomes and Idealized Success

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings |
|-------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | |
| JPC | -0.17 | -0.05 | -0.10 |
| S | 0.40 | 0.32 | -0.24 |
| FS | -0.20 | -0.41 | -0.01 |
| PSSI | -0.54 | 0.34 | 0.41 |
| I | -0.32 | 0.07 | 0.51 |
| ECD | -0.54 | 0.07 | -0.06 |
| JP | -0.80 | 0.26 | -0.25 |
| Right hand set ----- | | | |
| OS | -0.75 | 0.04 | -0.27 |
| OPSA | 0.19 | 0.43 | 0.42 |
| EWL | -0.89 | 0.11 | 0.05 |
| CL | -0.32 | 0.43 | 0.17 |
| LP | -0.51 | 0.17 | 0.37 |
| JPS | -0.39 | 0.44 | -0.35 |
| PA | -0.56 | 0.52 | -0.13 |
| ----- | | | |
| Rc_2 | 0.5096 | 0.3566 | 0.2572 |
| Rc | 0.2597 | 0.1272 | 0.0661 |
| Chi-square | 172.19 | 81.24 | 40.09 |
| df | 49 | 36 | 25 |
| $p <$ | 0.01 | 0.01 | 0.05 |
| Variance LHS | 0.2230 | 0.0672 | 0.0799 |
| Rdx LHS | 0.0579 | 0.0086 | 0.0053 |
| Variance RHS | 0.3163 | 0.1260 | 0.0797 |
| Rdx RHS | 0.0821 | 0.0160 | 0.0053 |

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negatively with Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance of Person Level Outcomes. This variate was related significantly to Right Hand Variate that could be thought of as loaded negatively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism factors of Idealized Success.

The second CC results showed that both sets of variables shared 13 per cent of variance. The second Left Hand Set could be thought to be loaded positively with Seniority, and Perceived Self-success Index, and was loaded negatively with Financial Status factors of Person Level Outcomes. This set was related significantly to Right Hand Set that could be thought to be loaded positively with "Own People" Success Archetype, Comfortable Living, Job Prestige and Stability, and Patriotism and Altruism factors of Idealized Success.

The third CC results showed that both the Left and the Right Hand Variates mutually shared 7 per cent variance. The third Left Hand Variate could be thought to be loaded positively with Perceived self-success Index, and Innovation factors of Person Level Outcomes. This variate was related significantly to Right Hand Variate that was loaded positively with factors such as "Own People" Success Archetype, and Leadership and Power, and loaded negatively with factor, namely Job Prestige and Stability of Idealized Success.

Question 47. What are the relationships of the dimensions of Person's Environment, Person Related Variables, Organization

Related Variables, Organization Level Outcome, and Person Level Outcomes with the dimensions of Idealized Success?

Canonical correlation was calculated to answer this question. Table 49 presents results of CC in which Left Hand Variate composed of dimensions of Person's Environment (sector a), Person Related Variables (sector b), Organization Related Variables (sector c), Organization Level Outcome (sector d), and Person Level Outcomes (sector e) was related to Right Hand Variate composed of dimensions of Idealized Success. Four CCs out of possible seven turned out to be significant.

The first CC results showed that both the variates mutually shared 66 per cent variance. The first Left Hand Variate could be thought to be loaded positively with Stimulating Childhood Environment, Stimulating Adolescence Environment, Independence Emphasis in Adolescence Environment, Stimulating Present Social Environment, Considerate and Competent Prework Model factors of Person's Environment; Change Value, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, Work Ethic, Internal Attribution in Success, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying work Situations, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Sattwa Guna, Competent, Considerate, Proper, and forward Work Model, Internal Locus of Control, Need for Achievement, Self-confidence, Self-actualizing Behavior, Indispensability of Self

Table 49

Canonical Correlations Showing Relationships of the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes with Idealized Success

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings | Set 3 ----- Loadings | Set 4 ----- Loadings |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Left hand set ----- | | | | |
| SCE | 0.37 | 0.15 | -0.11 | 0.06 |
| COPCE | 0.10 | 0.37 | -0.09 | -0.03 |
| SAE | 0.49 | 0.00 | -0.17 | 0.06 |
| COPAE | 0.08 | 0.46 | 0.20 | -0.01 |
| IEAE | 0.36 | -0.03 | -0.10 | 0.06 |
| SPSE | 0.43 | 0.00 | -0.16 | 0.07 |
| COPPSE | 0.16 | 0.42 | -0.18 | -0.03 |
| IESPWE | 0.29 | -0.09 | -0.08 | 0.21 |
| COPPWE | 0.11 | 0.41 | -0.20 | -0.08 |
| AIRPWE | 0.09 | -0.02 | -0.22 | 0.23 |
| CCPWM | 0.43 | -0.07 | -0.20 | 0.02 |
| PSES | -0.10 | -0.10 | -0.10 | 0.06 |
| CV | 0.44 | -0.16 | -0.07 | 0.17 |
| VCACB | 0.42 | 0.04 | -0.13 | 0.12 |
| VUBWPE | 0.62 | -0.09 | 0.23 | -0.05 |
| VFH | 0.54 | -0.02 | 0.24 | 0.10 |
| VIHH | 0.65 | -0.14 | 0.13 | -0.03 |
| VIIIL | 0.76 | -0.06 | -0.05 | 0.05 |
| WE | 0.65 | -0.11 | 0.07 | 0.10 |
| EAFF | -0.06 | 0.11 | -0.06 | 0.01 |
| IAF | -0.03 | -0.23 | -0.09 | 0.06 |
| EAS | 0.15 | 0.23 | -0.07 | -0.13 |
| IAS | 0.66 | -0.12 | -0.06 | 0.08 |
| LNSWS | 0.39 | 0.18 | -0.18 | 0.00 |
| HNSWS | 0.36 | 0.22 | -0.16 | 0.09 |
| PS | 0.68 | 0.08 | 0.14 | 0.23 |
| CW | 0.44 | 0.03 | -0.01 | 0.14 |
| DCSP | 0.81 | -0.17 | -0.05 | 0.16 |
| DA | 0.57 | 0.11 | -0.22 | 0.08 |
| TG | -0.32 | 0.13 | -0.03 | -0.03 |
| RPG | 0.27 | 0.23 | -0.15 | -0.06 |
| SG | 0.41 | 0.05 | 0.13 | 0.05 |
| RNG | -0.23 | 0.02 | -0.09 | 0.08 |
| CCPFWM | 0.33 | -0.22 | -0.10 | 0.05 |
| SCSWM | -0.05 | 0.32 | -0.09 | -0.00 |
| LPCI | -0.21 | 0.14 | -0.01 | -0.06 |
| ILC | 0.40 | 0.10 | -0.13 | 0.27 |

(table continues)

Table 49 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|----------------|-------------------|-------------------|-------------------|-------------------|
| | ----- Loadings | ----- Loadings | ----- Loadings | ----- Loadings |
| ELC | 0.08 | 0.42 | 0.06 | -0.15 |
| n-ach. | 0.46 | 0.05 | -0.12 | 0.29 |
| n-power | 0.22 | 0.35 | -0.20 | 0.11 |
| OPA | 0.07 | 0.49 | 0.01 | -0.07 |
| PSC | 0.28 | -0.46 | -0.01 | -0.00 |
| SC | 0.48 | -0.15 | 0.01 | 0.19 |
| FEPF | -0.05 | 0.03 | -0.27 | 0.06 |
| FIPF | -0.04 | -0.06 | 0.00 | -0.13 |
| SAB | 0.67 | -0.05 | 0.13 | 0.07 |
| ODDSp | 0.05 | 0.65 | -0.04 | 0.03 |
| ISDSp | 0.50 | 0.08 | -0.11 | 0.06 |
| ADSp | 0.31 | 0.26 | -0.09 | -0.12 |
| NCTSp | 0.20 | 0.31 | -0.05 | -0.11 |
| OPOEDSp | 0.34 | 0.31 | -0.02 | -0.01 |
| RADSp | 0.41 | 0.37 | -0.05 | 0.13 |
| TPEDC | -0.13 | 0.61 | -0.04 | 0.04 |
| NCTC | 0.08 | 0.29 | 0.01 | -0.14 |
| TPEDSb | -0.05 | 0.55 | -0.03 | 0.00 |
| EDDSb | 0.47 | 0.03 | -0.12 | 0.07 |
| NDCDSb | -0.02 | 0.48 | -0.18 | -0.06 |
| QTB | 0.51 | -0.00 | 0.01 | 0.25 |
| QSMd | 0.50 | -0.14 | -0.10 | 0.23 |
| QPM | 0.54 | -0.03 | 0.02 | 0.03 |
| NOKS | -0.04 | 0.51 | -0.11 | 0.05 |
| OKS | 0.62 | 0.06 | -0.02 | 0.28 |
| SS | 0.39 | 0.08 | 0.01 | 0.08 |
| HC | -0.15 | -0.23 | 0.11 | -0.20 |
| CCL | 0.33 | 0.15 | 0.06 | -0.03 |
| D | -0.21 | -0.17 | 0.05 | -0.10 |
| LMX | 0.33 | 0.06 | -0.02 | 0.11 |
| OE | 0.26 | 0.04 | 0.01 | -0.07 |
| JPC | 0.06 | -0.15 | -0.01 | 0.12 |
| S | -0.19 | 0.12 | 0.23 | 0.15 |
| FS | -0.05 | -0.30 | -0.08 | 0.14 |
| PSSI | 0.42 | 0.04 | -0.13 | 0.12 |
| I | 0.20 | 0.02 | -0.16 | 0.16 |
| ECD | 0.38 | -0.15 | -0.05 | 0.11 |
| JP | 0.63 | -0.15 | -0.04 | -0.03 |
| Right hand set | ----- | | | |
| OS | 1.00 | -0.23 | -0.03 | -0.20 |
| OPSA | 0.18 | 0.93 | -0.15 | -0.13 |
| EWL | 0.81 | -0.19 | -0.31 | 0.21 |
| CL | 0.70 | 0.33 | -0.12 | -0.11 |

(table continues)

Table 49 (continued)

| Variables | Set 1 | Set 2 | Set 3 | Set 4 |
|---------------------|----------|----------|----------|----------|
| | Loadings | Loadings | Loadings | Loadings |
| LP | 0.67 | 0.19 | -0.33 | 0.38 |
| JPS | 0.72 | 0.14 | 0.13 | -0.28 |
| PA | 1.00 | 0.14 | 0.26 | 0.24 |
| <hr/> | | | | |
| R_{c2} | 0.8106 | 0.7467 | 0.6767 | 0.5821 |
| R_c | 0.6571 | 0.5575 | 0.4579 | 0.3389 |
| Chi-square | 1027.95 | 740.60 | 521.68 | 357.28 |
| df | 525 | 444 | 365 | 288 |
| ρ^2 | 0.01 | 0.01 | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.1570 | 0.0604 | 0.0141 | 0.0141 |
| Rdx <u>LHS</u> | 0.1031 | 0.0337 | 0.0064 | 0.0048 |
| Variance <u>RHS</u> | 0.7074 | 0.1636 | 0.0470 | 0.0567 |
| Rdx <u>RHS</u> | 0.4648 | 0.0912 | 0.0215 | 0.0192 |

Directed toward Superiors, Amicability Directed toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Expertise Display Directed toward Subordinates, Quality through Team Building, Quality through Self and Mutual Development, Quality through Productivity Management, and O.K. Styles of Person Related Variables, and loaded negatively with Tamas Guna of Person Related Variables; loaded positively with Superior Support, Conducive Climate, Leader-Member Exchange of Organization Related Variables; Perceived Self-success Index, Effective Communication and Dealing, and Job Performance of Person Level Outcomes. This variate was related significantly to Right Hand Variate that was loaded positively with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism factors of Idealized Success.

The second CC results showed that both canonical variates mutually shared 56 per cent variance. The second Left Hand Variate could be thought of as loaded positively with Concern for "Own People" in Childhood Environment, Concern for "Own People" in Adolescence Environment, Concern for "Own People" in Present Social Environment, Concern for "Own People" in Present Work Environment factors of Person's Environment; Self-centered and Spontaneous Work Model, External Locus of Control, Need for Power, Opinion toward Physical Attractiveness, Omnibus Diplomacy Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed

toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Name Dropping and Cornering Directed toward Subordinates, and Not O.K. Styles of Person Related Variables, and loaded negatively with Positive Self-concept of Person Related Variables; loaded negatively with Financial Status of Person Level Outcomes. This variate was related significantly to Right Hand Variate that was loaded positively with factors such as "Own People" Success Archetype, and Comfortable Living of Idealized Success.

The third and fourth canonical correlations though significant would not be described as they did not have loadings equal to or greater than 0.30 in Left Hand Variates.

Taking a Look at Variables Discriminating in Terms of Macro and Structural Aspects

It would be recalled that some nominal or categorical variables were also included in this study. They were Hierarchical Level, Industrial Categorization, Ownership, Strategic Orientation, and Technological Sophistication. In order to see whether the variables included in this study could significantly discriminate in terms of just mentioned categorical variables, some discriminant analyses were made. The respective research questions and other details follow.

Question 48. What are the important dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes which discriminate among the three Industries?

In order to identify some of the more important variables of Person's Environment (sector a), Person Related Variables (sector b), Organization related Variables (sector c) Organization Level Outcome (sector d), and Person Level Outcomes (sector e) that could be used to discriminate among the organizations belonging to three type of Industries, namely Textile, Engineering, and Chemicals and Fertilizers, discriminant analysis was performed using the Rao's stepwise method.

Rao's method was used because this method maximizes Rao's \underline{V} (Rao, 1970, p. 257), a generalized distance measure. This method would select a variable that contributes the largest increase in \underline{V} when added to the previous variables, which in turn would amount to the greatest overall separation of the groups. A variable containing a large amount of information already included in some previously selected variable might actually cause a decrease in the value of \underline{V} implying a decline in discriminating power since the groups would be brought more closely together; and normally one would not like to include such a variable. Additionally, the change in \underline{V} has a chi-square distribution with one degree of freedom when one has relatively "large" number of cases that makes for relatively convenient testing of statistical significance. Being a stepwise procedure, this method provides an efficient way of approximately locating a best set of discriminating variables.

The results of discriminant analysis for the variable "Industrial Categorization" (Table 50) showed that (for the first function $X^2_{(80)} = 276.30, p \bar{<} 0.00$); and for the second function

Table 50

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and Industrial Categorization as the Criterion Variable

| Variables | Function 1 | Function 2 |
|-----------|-------------------------|-------------------------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients |
| OPSA | 0.17 | 0.02 |
| EWL | -0.05 | 0.26 |
| CL | 0.20 | -0.01 |
| LP | -0.01 | -0.20 |
| JPS | 0.03 | 0.19 |
| PSSI | 0.25 | -0.32 |
| VCACB | 0.23 | -0.29 |
| VFH | 0.01 | 0.38 |
| ODDSp | 0.15 | -0.09 |
| ADSp | -0.04 | 0.28 |
| NCTC | 0.07 | -0.11 |
| SS | 0.11 | -0.17 |
| HC | 0.18 | -0.09 |
| CCL | -0.36 | -0.15 |
| I | -0.04 | 0.29 |
| JP | -0.25 | 0.01 |
| CCPWM | -0.12 | 0.09 |
| CCPFWM | 0.17 | 0.11 |
| SCSUM | 0.13 | 0.01 |
| SG | 0.15 | 0.17 |
| SAB | 0.15 | 0.02 |
| ILC | 0.10 | 0.15 |
| ELC | 0.11 | -0.11 |
| IAS | -0.31 | -0.07 |
| OKS | 0.03 | 0.23 |
| CW | -0.15 | -0.02 |
| OPA | -0.13 | -0.20 |
| WE | 0.17 | -0.05 |
| PSC | 0.01 | 0.19 |
| QTB | -0.09 | -0.28 |
| QSMD | 0.12 | -0.32 |
| LNSWS | -0.07 | 0.15 |
| LPCI | 0.16 | 0.04 |
| JPC | -0.19 | -0.02 |
| S | 0.33 | 0.15 |
| PSES | 0.01 | 0.32 |
| FS | -0.44 | -0.07 |
| SCE | -0.08 | -0.40 |

(table continues)

Table 50 (continued)

| Variables | Function 1 | Function 2 | | |
|---------------------------------------|-------------------------|-------------------------|---------|-------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | | |
| COPPWE | -0.06 | -0.16 | | |
| AIRPWE | 0.20 | 0.06 | | |
| R^2 | 0.66 | 0.57 | | |
| χ^2 | 276.30 | 112.81 | | |
| df | 80 | 39 | | |
| p | 0.00 | 0.00 | | |
| Centroids of Group 1 | 0.76 | -0.24 | | |
| Centroids of Group 2 | -0.80 | -0.54 | | |
| Centroids of Group 3 | -0.22 | 0.84 | | |
| Prediction Results | | | | |
| Actual Groups | Group 1 | Group 2 | Group 3 | Total |
| Actual N of cases | 123 | 92 | 95 | 310 |
| Predicted N of cases | 93 | 69 | 68 | 230 |
| Accuracy of prediction for total N | 74.19% | | | |

SDF = Standardized discriminant function.

$(X^2_{(39)} = 112.81, p < 0.00)$ some of the variables of sectors a, b, c, d, and e could significantly discriminate among the organizations belonging to three types of industries. In tabular presentation, significant variables have been arranged in the order as they were picked up stepwise by the computer program. But in the description, the significant variables have been rearranged in decreasing order of magnitude of the respective standardized discriminant function (SDF) coefficients without regard to arithmetic sign for ease of presentation. Therefore, it should be noted that the variables picked up stepwise by the computer program in the order presented in the corresponding tables and not in the order of description. The significant variables for the first function were Financial Status, Conducive Climate, Seniority, Internal Attribution in Success, Perceived Self-success Index, Job Performance, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Comfortable Living, Achievement and Independence Reinforcing Present Work Environment, Job or Position Change, Harmony and Consistency, "Own People" Success Archetype, Competent, Considerate, Proper, and Forward Work Model, Work Ethic, LPC Index, Omnibus Diplomacy Directed toward Superiors, Sattwa Guna, Self-actualizing Behavior, Creative and Witty, Self-centered and Spontaneous Work Model, Opinion toward Physical Attractiveness, Considerate and Competent Pework Model, Quality through Self and Mutual Development, Superior Support, External Locus of Control, Internal Locus of Control, Quality through Team Building, Stimulating Childhood Environment, Noncontroversial and Tolerant

toward Coworkers, Lower level Needs Satisfying Work Situations, Concern for "Own People" in Present Work Environment, Excellent Work Life, Amicability Directed toward Superiors, Innovation, Job Prestige and Stability, O.K. Styles, Leadership and Power, Valuing Forgiveness and Helpfulness, Positive Self-concept, and Parental Socio-economic Status, in that order of classificatory strength as evidenced by their respective SDF coefficients. This first function could be thought to be loaded positively with Seniority, Perceived Self-success Index, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Comfortable Living, Achievement and Independence Reinforcing Present Work Environment, Harmony and Consistency, "Own People" Success Archetype, Competent, Considerate, Proper, and Forward Work Model, Work Ethic, LPC Index, Omnibus Diplomacy Directed toward Superiors, Sattwa Guna, Self-actualizing Behavior, Self-centered and Spontaneous Work Model, Quality through Self and Mutual Development, Superior Support, External Locus of Control, Internal locus of Control, Noncontroversial and Tolerant toward Coworkers, Job Prestige and Stability, O.K. Styles, Valuing Forgiveness and Helpfulness, Positive Self-concept, Parental Socio-economic Status; and loaded negatively with all other variables. This function was present in highest magnitude in group 1 that is, in the textile industry, and correspondingly in less magnitudes in group 3, and group 2, that is, in the organizations belonging to engineering, and chemicals and fertilizers industry respectively as evidenced by the centroids of groups in reduced space for first function (Centroids of Group 1 = 0.76, Group 2 = -0.80, Group 3 = -0.22).

The significant variables for the second function were Stimulating Childhood Environment, Valuing Forgiveness and Helpfulness, Perceived Self-success, Index, Quality through Self and Mutual Development, Parental Socio-economic Status, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Innovation, Amicability Directed toward Superiors, Quality through Team Building, Excellent Work Life, O.K. Styles, Leadership and Power, Opinion toward Physical Attractiveness, Job Prestige and Stability, Positive Self-concept, Superior Support, Sattwa Guna, Concern for "Own People" in Present Work Environment, Conducive Climate, Internal Locus of Control, Lower level Needs Satisfying Work Situations, Seniority, Noncontroversial and Tolerant toward Coworkers, Competent, Considerate, Proper, and Forward Work Model, External Locus of Control, Omnibus Diplomacy Directed toward Superiors, Harmony and Consistency, Considerate and Competent Pework Model, Internal Attribution in Success, Financial Status, Achievement and Independence Reinforcing Present Work Environment, Work Ethic, LPC Index, "Own People" Success Archetype, Self-actualizing Behavior, Creative and Witty, Job or Position Change, Comfortable Living, Job Performance, and Self-centered and Spontaneous Work Model in that order of classificatory strength as evidenced by their respective SDF coefficients. This second function could be thought of as loaded positively with Valuing Forgiveness and Helpfulness, Parental Socio-economic Status, Innovation, Amicability Directed toward Superiors, Excellent Work Life, O.K. Styles, Job Prestige and Stability, Positive Self-concept, Sattwa

Guna, Internal Locus of Control, Lower level Needs Satisfying Work Situations, Seniority, Competent, Considerate, Proper, and Forward Work Model, Considerate and Competent Pework Model, Achievement and Independence Reinforcing Present Work Environment, LPC Index, "Own People" Success Archetype, Self-actualizing Behavior, Job Performance, Self-centered and Spontaneous Work Model; and loaded negatively with all other variables. This function was present in highest magnitude in group 3 that is, engineering industry, and correspondingly in less magnitudes in group 1, and group 2 respectively as evidenced by the centroids of groups for second function (Centroids of Group 1 = -0.24, Group 2 = -0.54, Group 3 = 0.84). The prediction results using these classifications showed that 74.19 per cent of "grouped" cases could be correctly classified.

Question 49. What are the important dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes which discriminate between low-tech. and high-tech. organizations?

The results of discriminant analysis for the variable "Technological Sophistication" showed (Table 51) that some of the variables of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes could significantly discriminate between high-tech. and low-tech. organizations ($X^2_{(22)} = 85.86$, $p < 0.00$). The significant variables were Organizational Effectiveness, Sattwa Guna, Financial Status, Opinion toward Physical Attractiveness, External Attribution in Failure, LPC

Table 51

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and Technological Sophistication as the Criterion Variable

| Variables | Function 1 |
|---------------------------------------|-----------------------------------|
| | <u>SDF</u> Coefficients |
| VCACB | 0.18 |
| ADSp | -0.18 |
| NCTC | 0.18 |
| NDCDSb | -0.18 |
| HC | -0.17 |
| CCL | 0.22 |
| OE | 0.43 |
| TG | -0.14 |
| SG | -0.29 |
| ELC | -0.17 |
| IAS | 0.13 |
| EAF | 0.24 |
| NOKS | 0.15 |
| PS | 0.21 |
| OPA | -0.26 |
| PSC | 0.22 |
| QTB | -0.20 |
| HNSWS | -0.19 |
| LPCI | 0.24 |
| JPC | -0.18 |
| S | -0.16 |
| FS | -0.29 |
| ----- | |
| <u>R_c</u> | 0.50 |
| <u>X²</u> | 85.86 |
| <u>df</u> | 22 |
| <u>p</u> | 0.00 |
| Centroid of Group 1 | -0.50 |
| Centroid of Group 2 | 0.50 |
| ----- | |
| Prediction Results | |
| ----- | |
| Actual Groups | Group 1 Group 2 Total |
| Actual N of Cases | 154 156 310 |
| Predicted N of Cases | 113 111 224 |
| Accuracy of Prediction for Total N | 72.26% |

SDF = Standardized discriminant function.

Index, Conducive Climate, Positive Self-concept, Philanthropic and Sentient, Quality through Team Building, Higher level Needs Satisfying Work situations, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Noncontroversial and Tolerant toward Coworkers, Amicability Directed toward Superiors, Name Dropping and Cornering Directed toward Subordinates, Job or Position Change, Harmony and Consistency, External Locus of Control, Seniority, Not O.K. Styles, Tamas Guna, and Internal Attribution in Success in that order of classificatory strength as evidenced by their respective SDF coefficients. The discriminant function could be thought to be loaded positively with Organizational Effectiveness, External Attribution in Failure, LPC Index, Conducive Climate, Positive Self-concept, Philanthropic and Sentient, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Noncontroversial and Tolerant toward Coworkers, Not O.K. Styles, Internal Attribution in Success; and loaded negatively with all other variables. The function was present in high magnitude in "high" criterion group that is, high tech. organizations and correspondingly in less magnitude in "low" criterion group that is, low tech. organizations as evidenced by centroids of groups in reduced space (Centroids of Group 1 = -0.50, Group 2 = 0.50). The prediction result using this classification function showed that 72.26 per cent of "grouped" cases could be correctly classified.

Question 50. What are the important dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes

which discriminate among the organizations' Strategic Orientations?

In order to answer the question mentioned above, discriminant analyses were made. Responses were obtained on the variable "Strategic Orientation" in the context of three reference points - present, past, and future. Consequently three discriminant analyses were performed. For all of these discriminant analyses, organizations that reported the use of Reactor Strategy were designated as Group 1; Defender Strategy as Group 2; Analyzer Strategy as Group 3; and Prospector Strategy as Group 4. Thus the four types of Strategic Orientations were incorporated. Those analyses would be described one by one.

Variables discriminating among Organization's Present

Strategic Orientations. Results of discriminant analysis (Table 52) for variable "Organization's Present Strategic Orientation" showed that (for the first function ($X^2_{(105)} = 319.03, p < 0.00$); for the second function ($X^2_{(68)} = 173.25, p < 0.00$); and for the third function ($X^2_{(33)} = 62.86, p < 0.00$)) some of the variables of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes could significantly discriminate among the four different strategic orientations of organizations, namely reactor, defender, analyzer, and prospector. The significant variables for the first function were Organizational Effectiveness, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Stimulating Adolescence Environment, Indispensability of Self Directed toward Superiors, Noncontroversial and Tolerant toward Coworkers, Innovation,

Table 52

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and the Present Strategic Orientation of the Organizations as the Criterion Variable

| Variables | Function 1 | Function 2 | Function 3 |
|-----------|-------------------------|-------------------------|-------------------------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients |
| PSSI | -0.18 | 0.03 | 0.34 |
| VCACB | -0.30 | -0.07 | 0.24 |
| VFH | 0.18 | 0.06 | 0.19 |
| ISDSp | -0.25 | 0.29 | -0.35 |
| ADSp | 0.14 | -0.26 | -0.10 |
| NCTSp | 0.19 | -0.18 | 0.22 |
| OPOEDSp | -0.18 | -0.06 | 0.23 |
| NCTC | -0.25 | -0.19 | 0.03 |
| LMX | -0.11 | 0.18 | 0.14 |
| HC | -0.14 | -0.24 | -0.09 |
| D | -0.07 | -0.24 | -0.21 |
| I | 0.24 | -0.05 | -0.04 |
| OE | -0.51 | 0.17 | 0.12 |
| SCSUM | -0.04 | 0.21 | -0.04 |
| RPG | -0.05 | -0.21 | 0.16 |
| SAB | -0.04 | 0.16 | -0.35 |
| ILC | 0.21 | -0.17 | 0.10 |
| n-power | 0.03 | -0.03 | -0.28 |
| OKS | 0.18 | -0.17 | -0.04 |
| OPA | 0.08 | -0.01 | -0.31 |
| QSMD | -0.23 | 0.02 | -0.16 |
| DCSP | 0.18 | -0.23 | 0.06 |
| HNSWS | 0.01 | 0.13 | 0.27 |
| JPC | -0.07 | 0.02 | -0.38 |
| S | 0.06 | 0.32 | -0.11 |
| PSES | 0.17 | 0.16 | 0.12 |
| FS | -0.23 | -0.65 | -0.20 |
| SCE | -0.22 | 0.34 | -0.20 |
| SAE | 0.30 | -0.19 | -0.18 |
| COPAE | -0.22 | 0.33 | -0.10 |
| SPSE | -0.04 | -0.33 | 0.18 |
| AIRPWE | -0.08 | 0.45 | -0.00 |
| EWL | 0.20 | 0.01 | -0.00 |
| LP | -0.16 | 0.01 | -0.21 |
| JPS | 0.18 | 0.05 | 0.09 |

(table continues)

Table 52 (continued)

| Variables | Function 1 | Function 2 | Function 3 | | |
|---------------------------------------|-------------------------|-------------------------|-------------------------|---------|--------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | | |
| R^2 | 0.63 | 0.56 | 0.44 | | |
| χ^2 | 319.03 | 173.25 | 62.86 | | |
| df | 105 | 68 | 33 | | |
| p | 0.00 | 0.00 | 0.00 | | |
| Centroids of Group 1 | 2.05 | -0.16 | -0.18 | | |
| Centroids of Group 2 | -0.33 | -0.45 | -0.54 | | |
| Centroids of Group 3 | -0.12 | 0.60 | 0.09 | | |
| Centroids of Group 4 | -0.13 | -0.75 | 0.78 | | |
| ----- | | | | | |
| Prediction Results | | | | | |
| ----- | | | | | |
| Actual Groups | Group 1 | Group 2 | Group 3 | Group 4 | Total |
| Actual N of cases | 26 | 91 | 141 | 52 | 310 |
| Predicted N of cases | 24 | 49 | 91 | 38 | 202 |
| Accuracy of prediction for total N | | | | | 65.16% |

SDF = Standardized discriminant function.

Quality through Self and Mutual Development, Financial Status,
 Stimulating Childhood Environment, Concern for "Own People" in
 Adolescence Environment, Internal Locus of Control, Excellent
 Work Life, Noncontroversial and Tolerant toward Superiors,
 Perceived Self-success Index, Valuing Forgiveness and
 Helpfulness, Opinion Conformity and Other-enhancement Directed
 toward Superiors, O.K. Styles, Desirable Characteristics of
 Successful Person, Job Prestige and Stability, Parental Socio-
 economic Status, Leadership and Power, Amicability Directed
 toward Superiors, Harmony and Consistency, Leader-Member
 Exchange, Opinion toward Physical Attractiveness, Achievement
 and Independence Reinforcing Present Work Environment,
 Decentralization, Job or Position Change, Seniority, Rajas
 Positive Guna, Self-centered and Spontaneous Work Model, Self-
 actualizing Behavior, Stimulating Present Social Environment,
 Need for Power, and Higher level Needs Satisfying Work Situations
 in that order of classificatory strength as evidenced by their
 respective SDF coefficients. The first discriminant function
 could be thought to be loaded negatively with Organizational
 Effectiveness, Valuing Cleanliness, Ambitiousness, Capableness,
 and Broad-mindedness, Indispensability of Self Directed toward
 Superiors, Noncontroversial and Tolerant toward Coworkers,
 Quality through Self and Mutual Development, Financial Status,
 Stimulating Childhood Environment, Concern for "Own People" in
 Adolescence Environment, Perceived Self-success Index, Opinion
 Conformity and Other-enhancement Directed toward Superiors,
 Leadership and Power, Harmony and Consistency, Leader-Member

Exchange, Achievement and Independence Reinforcing Present Work Environment, Decentralization, Job or Position Change, Rajas Positive Guna, Self-centered and Spontaneous Work Model, Self-actualizing Behavior, and Stimulating Present Social Environment; and loaded positively with all other variables. This function was present in highest magnitude in group 1 that is, in the reactor organizations, and correspondingly in less magnitudes in group 3, group 4, and group 2 that is, in analyzer organizations, prospector organizations, and defender organizations as evidenced by centroids of groups in reduced space for first function (Centroids of Group 1 = 2.05, Group 2 = -0.33, Group 3 = -0.12, Group 4 = -0.13).

The significant variables for the second function were Financial Status, Achievement and Independence Reinforcing Present Work Environment, Stimulating Childhood Environment, Concern for "Own People" in Adolescence Environment, Stimulating Present Social Environment, Seniority, Indispensability of Self Directed toward Superiors, Amicability Directed toward Superiors, Harmony and Consistency, Decentralization, Desirable Characteristics of Successful Person, Self-centered and Spontaneous Work Model, Rajas Positive Guna, Noncontroversial and Tolerant toward Coworkers, Stimulating Adolescence Environment, Noncontroversial and Tolerant toward Superiors, Leader-Member Exchange, Organizational Effectiveness, Internal Locus of Control, O.K. Styles, Self-actualizing Behavior, Parental Socio-economic Status, Higher level Needs Satisfying Work Situations, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing Forgiveness and Helpfulness, Opinion

Conformity and Other-enhancement Directed toward Superiors, Innovation, Job Prestige and Stability, Perceived Self-success Index, Need for Power, Quality through Self and Mutual Development, Job or Position Change, Opinion toward Physical Attractiveness, Excellent Work Life, and Leadership and Power in that order of classificatory strength as evidenced by their respective standardized discriminant function coefficients. The second function could be thought to be loaded positively with Achievement and Independence Reinforcing Present Work Environment, Stimulating Childhood Environment, Concern for "Own People" in Adolescence Environment, Seniority, Indispensability of Self Directed toward Superiors, Self-centered and Spontaneous Work Model, Leader-Member Exchange, Organizational effectiveness, Self-actualizing Behavior, Parental Socio-economic Status, Higher level Needs Satisfying Work Situations, Valuing Forgiveness and Helpfulness, Job Prestige and Stability, Perceived Self-success Index, Quality through Self and Mutual Development, Job or Position Change, Excellent Work Life, and Leadership and Power; and loaded negatively with all other variables. This function was present in highest magnitude in group 3 that is, in analyzer organizations, and correspondingly in less magnitudes in group 1, group 2, and group 4 that is, in reactor, defender, and prospector organizations as evidenced by centroids of groups in reduced space for second function (Centroids of Group 1 = -0.16, Group 2 = -0.45, Group 3 = 0.60, Group 4 = -0.75).

The significant variables for the third function were Job or Position Change, Indispensability of Self Directed toward

Superiors, Self-actualizing Behavior, Perceived Self-success Index, Opinion toward Physical Attractiveness, Need for Power, Higher level Needs Satisfying Work Situations, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Opinion Conformity and Other-enhancement Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Decentralization, Leadership and Power, Financial Status, Stimulating Childhood Environment, Valuing Forgiveness and Helpfulness, Stimulating Adolescence Environment, Stimulating Present Social Environment, Rajas Positive Guna, Quality through Self and Mutual Development, Leader-Member Exchange, Organizational Effectiveness, Parental Socio-economic Status, Seniority, Amicability Directed toward Superiors, Internal Locus of Control, Concern for "Own People" in Adolescence Environment, Harmony and Consistency, Job Prestige and Stability, Desirable Characteristics of Successful Person, Innovation, Self-centered and Spontaneous Work Model, O.K. Styles, Noncontroversial and Tolerant toward Coworkers, Achievement and Independence Reinforcing Present Work Environment, and Excellent Work Life in that order of classificatory strength as evidenced by their SDF coefficients. The third function could be thought of as loaded positively with Perceived self-success Index, Higher level Needs Satisfying Work Situations, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Opinion Conformity and Other enhancement Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Valuing Forgiveness and Helpfulness, Stimulating Present Social Environment, Rajas Positive Guna, Leader-Member Exchange, Organizational Effectiveness, Parental

Socio-economic Status, Internal Locus of Control, Job Prestige and Stability, Desirable Characteristics of Successful Person, and Noncontroversial and Tolerant toward Coworkers; and loaded negatively with all other variables. This function was present in highest magnitude in group 4 that is, in the prospector organizations, and correspondingly in less magnitudes in group 3, group 1, and group 2 that is, in analyzer, reactor, and defender organizations as evidenced by centroids of groups in reduced space for third function (Centroids of Group 1 = -0.18, Group 2 = -0.54, Group 3 = 0.09, Group 4 = 0.78). The prediction results using these classifications showed that 65.16 per cent of "grouped" cases could be correctly classified.

Variables Discriminating Among Organizations' Past-Strategic Orientations. Results (Table 53) of the discriminant analysis for the variable "Organization's Past Strategic Orientation" showed that (for the first function ($X^2_{(129)} = 345.64, p < .00$); for the second function ($X^2_{(84)} = 207.14, p < .00$); and for the third function ($X^2_{(41)} = 78.45, p < .00$)) some of the variables of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes could significantly discriminate among four different strategic orientations of organizations, namely reactor, defender, analyzer, and prospector. The significant variables for the first function were Stimulating Present Social Environment, Financial Status, Not O.K. Styles, Conducive Climate, Creative and Witty, Factor E of 16 PF, Concern for "Own People" in Childhood Environment, O.K. Styles, Achievement and

Table 53

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and the Past Strategic Orientation of the Organizations as the Criterion Variable

| Variables | Function 1 | Function 2 | Function 3 |
|-----------|-------------------------|-------------------------|-------------------------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients |
| PSSI | 0.02 | 0.06 | 0.30 |
| VCACB | 0.15 | -0.09 | 0.35 |
| ODDSp | 0.02 | -0.29 | 0.19 |
| ISDSp | -0.15 | 0.17 | -0.25 |
| ADSp | 0.04 | -0.28 | 0.08 |
| OPOEDSp | 0.09 | 0.15 | 0.18 |
| NCTC | 0.21 | 0.02 | 0.24 |
| NDCDSb | -0.03 | 0.19 | -0.21 |
| LMX | -0.20 | 0.10 | 0.16 |
| SS | 0.10 | 0.17 | -0.31 |
| HC | 0.19 | 0.02 | -0.03 |
| CCL | -0.30 | -0.01 | 0.30 |
| D | 0.05 | -0.24 | -0.04 |
| JP | -0.09 | 0.04 | -0.21 |
| OE | 0.21 | 0.59 | 0.05 |
| RPG | 0.20 | -0.14 | 0.15 |
| SG | 0.09 | -0.18 | 0.07 |
| SAB | -0.02 | -0.03 | -0.29 |
| ILC | 0.17 | -0.22 | 0.05 |
| ELC | 0.16 | -0.02 | -0.26 |
| IAF | 0.21 | 0.10 | -0.17 |
| NOKS | -0.33 | -0.10 | -0.02 |
| OKS | 0.23 | -0.14 | -0.10 |
| CW | -0.30 | 0.08 | 0.05 |
| OPA | -0.01 | -0.10 | -0.24 |
| WE | 0.13 | -0.16 | -0.06 |
| QSMd | 0.19 | 0.05 | -0.17 |
| DA | 0.10 | 0.19 | -0.39 |
| LNSWS | -0.06 | -0.04 | 0.26 |
| HNSWS | -0.06 | 0.14 | 0.18 |
| LPCI | 0.20 | -0.01 | -0.04 |
| FEFF | 0.27 | -0.08 | -0.03 |
| JPC | -0.17 | 0.02 | -0.22 |
| S | -0.01 | -0.13 | -0.30 |
| PSES | -0.16 | -0.08 | -0.03 |
| FS | 0.35 | 0.18 | 0.16 |
| SCE | -0.11 | 0.23 | -0.20 |

(table continues)

Table 53 (continued)

| Variables | Function 1 | Function 2 | Function 3 |
|-------------------------|-------------------------|-------------------------|-------------------------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients |
| COPCE | -0.24 | 0.07 | -0.11 |
| SAE | -0.04 | -0.27 | -0.17 |
| SPSE | 0.42 | -0.01 | 0.18 |
| COPPWE | -0.05 | 0.17 | -0.03 |
| AIRPWE | -0.22 | 0.02 | -0.07 |
| JPS | -0.08 | -0.18 | 0.04 |
| <hr/> | | | |
| Rc | 0.623 | 0.60 | 0.49 |
| Chi square | 345.64 | 207.14 | 78.45 |
| df | 129 | 84 | 41 |
| p < | 0.00 | 0.00 | 0.00 |
| Centroids of Group 1 | -0.26 | -1.31 | -0.27 |
| Centroids of Group 2 | 0.50 | 0.31 | -0.42 |
| Centroids of Group 3 | -0.85 | 0.39 | 0.13 |
| Centroids of Group 4 | 0.62 | -0.14 | 0.96 |

 Prediction Results

| Actual Groups | Group 1 | Group 2 | Group 3 | Group 4 | Total |
|--|---------|---------|---------|---------|--------|
| Actual N of cases | 50 | 116 | 92 | 52 | 310 |
| Predicted N of cases | 38 | 72 | 64 | 35 | 209 |
| Accuracy of prediction for total N | | | | | 67.42% |

SDF = Standardized discriminant function.

Independence Reinforcing Present Work Environment, Noncontroversial and Tolerant toward Coworkers, Organizational Effectiveness, Internal Attribution in Failure, Leader-Member Exchange, Rajas Positive Guna, LPC Index, Harmony and Consistency, Quality through Self and Mutual Development, Internal Locus of Control, Job or Position Change, External Locus of Control, Parental Socio-economic Status, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Indispensability of Self Directed toward Superiors, Work Ethic, Stimulating Childhood Environment, Superior Support, Dominant and Ambitious, Opinion Conformity and Other-enhancement Directed toward Superiors, Job Performance, Sattwa Guna, Job Prestige and Stability, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Decentralization, Concern for "Own People" in Present Work Environment, Amicability Directed toward Superiors, Stimulating Adolescence Environment, Name Dropping and Cornering Directed toward Subordinates, Perceived Self-success Index, Omnibus Diplomacy Directed toward Superiors, Self-actualizing Behavior, Opinion toward Physical Attractiveness, and Seniority in that order of classificatory strength as evidenced by their respective standardized discriminant function coefficients. This function could be thought to be loaded positively with Stimulating Present Social Environment, Financial Status, Factor E of 16 PF, O.K. Styles, Noncontroversial and Tolerant toward Coworkers, Organizational Effectiveness, Internal Attribution in Failure, Rajas Positive Guna, LPC Index, Harmony and Consistency, Quality through Self and Mutual Development, Internal Locus of

Control, External Locus of Control, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Work Ethic, Superior Support, Dominant and Ambitious, Opinion Conformity and Other-enhancement Directed toward Superiors, Sattwa Guna, Decentralization, Amicability Directed toward Superiors, Perceived Self-success Index, and Omnibus Diplomacy Directed toward Superiors; and loaded negatively with all other variables. The first function was present in highest magnitude in group 4 that is, in prospector organizations, and correspondingly in less magnitudes in group 2, group 1, and group 3 that is, defender organizations, reactor organizations and analyzer organizations as evidenced by centroids of groups in reduced space (Centroids of Group 1 = .26, Group 2 = .50, Group 3 = -.85, Group 4 = .62).

The significant variables for the second function were Organizational Effectiveness, Omnibus Diplomacy Directed toward Superiors, Amicability Directed toward Superiors, Stimulating Adolescence Environment, Decentralization, Stimulating Childhood Environment, Internal Locus of Control, Name Dropping and Cornering Directed toward Subordinates, Dominant and Ambitious, Sattwa Guna, Financial status, Job Prestige and Stability, Indispensability of Self Directed toward Superiors, Superior Support, Concern for 'Own People' in Present Work Environment, Work Ethic, Opinion Conformity and Other-enhancement Directed toward Superiors, Rajas Positive Guna, O.K. Styles, Higher level Needs Satisfying Work Situations, Seniority, Leader-Member Exchange, Internal Attribution in Failure, Not O.K. Styles, Opinion toward Physical Attractiveness, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Creative and

Witty, Factor E of 16 PF, Parental Socio-economic Status, Concern for "Own People" in Childhood Environment, Perceived Self-success Index, Quality through Self and Mutual Development, Job Performance, Lower level Needs Satisfying Work Situations, Self-actualizing Behavior, Noncontroversial and Tolerant toward Coworkers, Harmony and consistency, External Locus of Control, Job or Position Change, Achievement and Independence Reinforcing Present Work Environment, Conducive Climate, LPC Index, and Stimulating Present Social Environment in that order of classificatory strength as evidenced by their respective SDF coefficients. The second function could be thought to be loaded positively with Organizational Effectiveness, Stimulating Childhood Environment, Name Dropping and Cornering Directed toward Subordinates, Dominant and Ambitious, Financial Status, Indispensability of Self Directed toward Superiors, Superior Support, Concern for "Own People" in Present Work Environment, Opinion Conformity and Other-enhancement Directed toward Superiors, Higher level Needs Satisfying Work Situations, Leader-Member Exchange, Internal Attribution in Failure, Creative and Witty, Concern for "Own People" in Childhood Environment, Perceived Self-success Index, Quality through Self and Mutual Development, Job Performance, Noncontroversial and Tolerant toward Coworkers, Harmony and Consistency, Job or Position Change, and Achievement and Independence Reinforcing Present Work Environment; and loaded negatively with all other variables. The second function was present in highest magnitude in group 3 that is in analyzer organizations, and correspondingly in less

magnitudes in group 2, group 4 and group 1 that is, in defender, prospector, and reactor organizations as evidenced by centroids of groups in reduced space (Centroids of Group 1 = -1.31, Group 2 = .31, Group 3 = .29, Group 4 = -.14).

The significant variables for the third function were Dominant and Ambitious, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Superior Support, Perceived Self-success Index, Conducive Climate, Seniority, Self-actualizing Behavior, External Locus of Control, Lower level Needs Satisfying Work Situations, Indispensability of Self Directed toward Superiors, Noncontroversial and Tolerant toward Coworkers, Opinion toward Physical Attractiveness, Job or Position Change, Name Dropping and Cornering Directed toward Subordinates, Job Performance, Stimulating Childhood Environment, Omnibus Diplomacy Directed toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Higher level Needs Satisfying Work Situations, Stimulating Present Social Environment, Internal Attribution in Failure, Quality through Self and Mutual Development, Stimulating Adolescence Environment, Leader-Member Exchange, Financial Status, Rajas Positive Guna, Concern for "Own People" in Childhood Environment, O.K. Styles, Amicability Directed toward Superiors, Sattwa Guna, Achievement and Independence Reinforcing Present Work Environment, Work Ethic, Organizational Effectiveness, Internal Locus of Control, Creative and Witty, Decentralization, LPC Index, Job Prestige and Stability, Harmony and Consistency, Factor E of 16 PF, Parental Socio-economic Status, Concern for "Own People" in Present Work Environment, and Not O.K. Styles in that order of classificatory

strength as evidenced by their respective SDF coefficients. This function could be thought of as being loaded positively with Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Perceived Self-success Index, Conducive Climate, Lower level Needs Satisfying Work Situations, Noncontroversial and Tolerant toward Coworkers, Omnibus Diplomacy Directed toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Higher level Needs Satisfying Work Situations, Stimulating Present Social Environment, Leader-Member Exchange, Financial Status, Rajas Positive Guna, Amicability Directed toward Superiors, Sattwa Guna, Organizational Effectiveness, Internal Locus of Control, Creative and Witty, and Job Prestige and Stability; and loaded negatively with all other variables. This function was present in highest magnitude in group 4 that is, in prospector organizations, and correspondingly in less magnitudes in group 3, group 1, and group 2 that is, in analyzer, reactor, and defender organizations as evidenced by the centroids of groups in reduced space for third function (Centroids of Group 1 = -.27, Group 2 = 0.42, Group 3 = .13, Group 4 = .96). The prediction results using these classifications showed that 67.42 per cent of "grouped" cases could be correctly classified.

Variables discriminating among Organization's Future Strategic Orientations. Results (Table 54) of discriminant analysis for the variable "Organization's Future Strategic Orientation" showed that (for the first function ($X^2_{(68)} = 206.20$, $p < 0.01$); and for the second function ($X^2_{(33)} = 76.12$, $p < 0.01$); that some of the variables of Person's Environment,

Table 54

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and the Future Strategic Orientation of the Organizations as the Criterion Variable

| Variables | Function 1 | Function 2 |
|-----------|----------------------------------|----------------------------------|
| | ----- <u>SDF</u> Coefficients | ----- <u>SDF</u> Coefficients |
| PSSI | 0.10 | 0.37 |
| VCACB | -0.12 | 0.33 |
| ISDSp | 0.17 | -0.28 |
| ADSp | -0.24 | -0.01 |
| NCTSp | -0.16 | 0.31 |
| OPOEDSp | -0.00 | 0.20 |
| NDCDSb | 0.17 | -0.08 |
| LMX | 0.15 | 0.15 |
| SS | 0.30 | -0.10 |
| D | -0.23 | -0.07 |
| JP | -0.03 | -0.28 |
| OE | 0.49 | 0.39 |
| CCPUM | 0.26 | 0.09 |
| CCPFUM | -0.18 | 0.05 |
| RPG | -0.28 | 0.11 |
| SG | -0.21 | 0.04 |
| SAB | 0.17 | -0.24 |
| ILC | -0.14 | 0.03 |
| IAS | -0.18 | 0.06 |
| EAf | 0.17 | 0.05 |
| OKS | -0.15 | -0.10 |
| OPA | -0.11 | -0.36 |
| QPM | -0.16 | -0.06 |
| DA | 0.32 | -0.11 |
| LNSWS | -0.09 | 0.16 |
| FEFF | -0.18 | 0.08 |
| FIPF | -0.15 | 0.06 |
| JPC | 0.16 | -0.33 |
| FS | -0.25 | 0.12 |
| SCE | 0.28 | -0.16 |
| COPCE | 0.21 | -0.21 |
| SAE | -0.21 | -0.24 |
| SPSE | -0.16 | 0.36 |
| AIRPWE | 0.21 | -0.08 |

(table continues)

Table 54 (continued)

| Variables | Function 1 | Function 2 | | |
|---------------------------------------|-------------------------|-------------------------|---------|--------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | | |
| R_c | 0.60 | 0.48 | | |
| X^2 | 206.20 | 76.12 | | |
| df | 68 | 33 | | |
| p | 0.00 | 0.00 | | |
| Centroids of Group 2 | -0.82 | -0.57 | | |
| Centroids of Group 3 | 0.49 | -0.05 | | |
| Centroids of Group 4 | -0.60 | 0.96 | | |
| ----- | | | | |
| Prediction Results | | | | |
| Actual Groups | Group 2 | Group 3 | Group 4 | Total |
| Actual N of cases | 73 | 185 | 52 | 310 |
| Predicted N of cases | 51 | 131 | 37 | 219 |
| Accuracy of prediction for total N | | | | 70.65% |

SDF = Standardized discriminant function.

Person Related Variables, Organization Related Variables,
 Organization Level Outcomes, and Person Level Outcomes could
 discriminate among three different strategic orientations, namely
 Defender, Analyzer and Prospector, Not even a single organization
 reported the use of Reactor Strategy (that was designated as
 Group 1). Therefore, Group 1 does not appear in tabular
 presentation as well as in the description. The significant
 variables for the first function were Organizational Effectiveness,
 Dominant and Ambitious, Superior Support, Rajas Positive Guna,
 Stimulating Childhood Environment, Considerate and Competent
 Prework Model, Financial Status, Amicability Directed toward
 Superiors, Decentralization, Sattwa Guna, Concern for "Own
 People" in Childhood Environment, Stimulating Adolescence
 Environment, Achievement and Independence Reinforcing Present
 Work Environment, Competent, Considerate, Proper, and Forward
 Work Model, Internal Attribution in Success, Factor E of 16 PF,
 Indispensability of Self Directed toward Superiors, Name Dropping
 and Cornering Directed toward Subordinates, Self-actualizing
 Behavior, External Attribution in Failure, Noncontroversial and
 Tolerant toward Superiors, Quality through Productivity
 Management, Job or Position Change, Stimulating Present Social
 Environment, Leader-Member Exchange, O.K. Styles, Factor I of 16
 PF, Internal Locus of Control, Valuing Cleanliness,
 Ambitiousness, Capableness, and Broad-mindedness, Opinion toward
 Physical Attractiveness, Perceived Self-success Index, Lower
 level Needs Satisfying Work Situations, Job Performance, and
 Opinion Conformity and Other-enhancement Directed toward

Superiors in that order of classificatory strength as evidenced by their respective SDF coefficients. This function could be thought to be loaded positively with Organizational Effectiveness, Dominant and Ambitious, Superior Support, Stimulating Childhood Environment, Considerate and Competent Pework Model, Concern for "Own People" in Childhood Environment, Achievement and Independence, Reinforcing Present Work Environment, Indispensability of Self Directed toward Superiors, Name Dropping and Cornering Directed toward Subordinates, Self-actualizing Behavior, External Attribution in Failure, Job or Position Change, Leader-Member Exchange, and Perceived Self-success Index; and loaded negatively with all other variables. The first function was present in highest magnitude in group 3 that is, in analyzer organizations, and correspondingly in less magnitudes in group 4 and group 2 that is, in prospector, and defender organizations as evidenced by centroids of groups in reduced space (Centroids of Group 2 = $-.82$, Group 3 = $.49$, Group 4 = $-.60$).

The significant variables for second function were Organizational Effectiveness, Perceived Self-success Index, Opinion toward Physical Attractiveness, Stimulating Present Social Environment, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Job or Position Change, Noncontroversial and Tolerant toward Superiors, Indispensability of Self Directed toward Superiors, Job Performance, Self-actualizing Behavior, Stimulating Adolescence Environment, Concern for "Own People" in Childhood Environment, Opinion Conformity and Other-enhancement Directed toward Superiors, Lower level Needs Satisfying Work Situations, Stimulating

Childhood Environment, Leader-Member Exchange, Financial Status, Rajas Positive Guna, Dominant and Ambitious, Superior Support, O.K. Styles, Considerate and Competent Pework Model, Name Dropping and Cornering Directed toward Subordinates, Factor E of 16 PF, Achievement and Independence Reinforcing Present Work Environment, Decentralization, Internal Attribution in Success, Quality through Productivity Management, Factor I of 16 PF, Competent, Considerate, Proper, and Forward Work Model, External Attribution in Failure, Sattwa Guna, Internal Locus of Control, and Amicability Directed toward Superiors in that order of classificatory strength as evidenced by their respective SDF coefficients. The second function could be thought to be loaded positively with Organizational Effectiveness, Perceived Self-success Index, Stimulating Present Social Environment, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Lower level Needs Satisfying Work Situations, Leader-Member Exchange, Financial Status, Rajas Positive Guna, Considerate and Competent Pework Model, Factor E of 16 PF, Internal Attribution in Success, Factor I of 16 PF, Competent, Considerate, Proper, and Forward Work Model, External Attribution in Failure, Sattwa Guna, and Internal Locus of Control; and loaded negatively with all other variables. The second function was present in highest magnitude in group 4 that is, prospector organizations, and correspondingly in less magnitudes in group 3 and group 2 that is, in analyzer organizations, and defender organizations as

evidenced by centroids of groups in reduced space (Centroids of Group 2 = $-.57$, Group 3 = $-.05$, Group 4 = $.96$). The prediction results using these classifications showed that 70.65 per cent of "grouped" cases could be correctly classified.

Question 51. What are the important dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes which discriminate between public and private Ownership?

In order to find out some of the more important variables of Person's Environment Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes that could be used to discriminate between public and private ownerships, discriminant analysis was made. Results (Table 55) for the variable "Ownership" showed that some of the predictor variables could significantly discriminate between publicly owned and privately owned organizations ($X^2_{(26)} = 163.58$, $p < .00$). The significant variables were Financial Status, Stimulating Adolescence Environment, Job or Position Change, Patriotism and Altruism, Innovation, Not O.K. Styles, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Omnibus Diplomacy Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Quality through Self and Mutual Development, Noncontroversial and Tolerant toward Coworkers, Indispensability of Self Directed toward Superiors, Rajas Negative Guna, Internal Attribution in Success, Expertise Display Directed toward Subordinates, Valuing Forgiveness and Helpfulness, Leader-Member Exchange, Need for Power, Self-confidence, Achievement and Independence Reinforcing

Table 55

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and the Ownership as the Criterion Variable

| Variables | Function 1 |
|---|-----------------------------------|
| | <u>SDF</u> Coefficients |
| OPSA | 0.10 |
| PA | -0.25 |
| PSSI | 0.11 |
| VCACB | 0.18 |
| VFH | 0.12 |
| ODDSp | 0.17 |
| ISDSp | -0.15 |
| RADSp | -0.17 |
| NCTC | 0.16 |
| EDDSb | 0.13 |
| LMX | 0.12 |
| HC | 0.09 |
| I | -0.22 |
| RNG | 0.15 |
| ELC | -0.11 |
| IAS | -0.15 |
| n-power | -0.12 |
| NOKS | -0.19 |
| SC | 0.12 |
| QSMD | 0.17 |
| LPCI | -0.08 |
| FEPP | 0.11 |
| JPC | -0.28 |
| FS | 0.76 |
| SAE | -0.34 |
| AIRPWE | 0.12 |
| ----- | |
| R^2 | 0.65 |
| X^2 | 163.58 |
| df | 26 |
| p | 0.00 |
| Centroid of Group 1 | -0.68 |
| Centroid of Group 2 | 0.63 |
| ----- | |
| Prediction Results | |
| ----- | |
| Actual Group | Group 1 Group 2 Total |
| Actual N of Cases | 149 161 310 |
| Predicted N of Cases | 127 127 254 |
| Accuracy of Prediction for Total N | 81.94% |
| ----- | |
| SDF = Standardized discriminant function. | |

Present Work Environment, Perceived Self-success Index, External Locus of Control, Factor E of 16 PF, "Own People" Success Archetype, Harmony and Consistency, and LPC Index in that order of classificatory strength as evidenced by their respective SDF coefficients. The discriminant function could be thought of as being loaded positively with Financial Status, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Omnibus Diplomacy Directed toward Superiors, Quality through Self and Mutual Development, Noncontroversial and Tolerant toward Coworkers, Rajas Negative Guna, Expertise Display Directed toward Subordinates, Valuing Forgiveness and Helpfulness, Leader-Member Exchange, Self-confidence, Achievement and Independence Reinforcing Present Work Environment, Perceived Self-success Index, Factor E of 16 PF, "Own People" Success Archetype, and Harmony and Consistency; and loaded negatively with all other variables. The function was present in high magnitude in group 2, that is, privately owned organizations, and correspondingly in low magnitude in group 1 that is, publicly owned organizations as evidenced by centroids of groups in reduced space (Centroids of Group 1 = $-.68$, Group 2 = $.63$). The prediction results using these classifications showed that 81.94 per cent of "grouped" cases could be correctly classified.

Question 52. What are the important dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization level Outcome, and Person level Outcomes which discriminate among the three Hierarchical Levels?

The results (Table 56) of the discriminant analysis for the variable "Hierarchical Level" showed that (for the first function ($X^2_{(70)} = 329.13, p < .00$); and for the second function ($X^2_{(34)} = 99.94, p < .00$)) some of the variables of Person's Environment, Person related Variables, Organization Related Variables, Organization Level Outcome, and Person level Outcomes could significantly discriminate among three different hierarchical levels - low, middle, and high of role incumbents. The significant variables for the first function were Financial Status, Seniority, Not O.K. Styles, Omnibus Success, Patriotism and Altruism, Conducive Climate, Stimulating Adolescence Environment, Independence Emphasis and Stimulation in Present Work Environment, Job Prestige and Stability, Quality through Team Building, Job Performance, External Locus of Control, LPC Index, Factor E of 16 PF, Job or Position Change, Valuing A World of Beauty, A World of Peace, and Equality, Expertise Display Directed toward Subordinates, Omnibus Diplomacy Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Innovation, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Internal Attribution in Failure, Achievement and Independence Reinforcing Present Work Environment, Indispensability of Self Directed toward Superiors, Effective Communication and Dealing, Self-actualizing Behavior, Superior Support, Tamas Guna, Internal Attribution in Success, Competent, Considerate, Proper, and Forward Work Model, Opinion toward Physical Attractiveness, Comfortable Living, Harmony and Consistency, and Leadership and

Table 56

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and the Hierarchical Levels as the Criterion

| Variables | Function 1 | Function 2 |
|-----------|-------------------------|-------------------------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients |
| OS | 0.19 | -0.16 |
| CL | 0.01 | 0.31 |
| LP | -0.00 | -0.35 |
| JPS | -0.16 | 0.20 |
| PA | -0.19 | 0.03 |
| VWBWPE | 0.12 | -0.13 |
| ODDSp | 0.10 | -0.20 |
| ISDSp | -0.07 | 0.30 |
| TPEDSb | 0.09 | 0.31 |
| EDDSb | 0.12 | -0.02 |
| SS | -0.05 | -0.23 |
| HC | -0.01 | 0.28 |
| CCL | 0.19 | 0.12 |
| I | -0.09 | 0.04 |
| ECD | -0.07 | 0.11 |
| JP | 0.14 | -0.09 |
| CCPFWM | 0.04 | -0.49 |
| TG | -0.05 | 0.24 |
| SAB | 0.06 | -0.19 |
| ELC | 0.14 | -0.21 |
| IAS | 0.05 | 0.21 |
| IAF | 0.08 | -0.11 |
| NOKS | -0.22 | -0.03 |
| OPA | -0.04 | -0.18 |
| QTB | -0.15 | -0.14 |
| LNSWS | -0.09 | 0.24 |
| HNSWS | -0.09 | 0.18 |
| LPCI | -0.13 | 0.14 |
| FEFF | 0.13 | 0.12 |
| JPC | -0.13 | 0.20 |
| S | -0.31 | 0.15 |
| FS | -0.61 | -0.29 |
| SAE | -0.19 | -0.22 |
| IESPWE | -0.18 | 0.25 |
| AIRPWE | 0.08 | -0.30 |

(table continues)

Table 56 (continued)

| Variables | Function 1 | Function 2 | | |
|---------------------------------------|-------------------------|-------------------------|---------|--------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | | |
| <u>R_c</u> | 0.74 | 0.54 | | |
| <u>X²</u> | 329.13 | 99.94 | | |
| <u>df</u> | 70 | 34 | | |
| <u>p</u> | 0.00 | 0.00 | | |
| Centroids of Group 1 | 1.14 | -0.57 | | |
| Centroids of Group 2 | -0.01 | 0.51 | | |
| Centroids of Group 3 | -1.02 | -0.58 | | |
| ----- | | | | |
| Prediction Results | | | | |
| Actual Groups | Group 1 | Group 2 | Group 3 | Total |
| Actual N of cases | 69 | 165 | 76 | 310 |
| Predicted N of cases | 60 | 120 | 61 | 241 |
| Accuracy of prediction for total N | | | | 77.74% |

SDF = Standardized discriminant function.

Power in that order of classificatory strength as evidenced by their respective standardized discriminant function coefficients. This first discriminant function could be thought to be loaded positively with Omnibus Success, Conducive Climate, Job Performance, External Locus of Control, Factor E of 16 PF, Valuing A World of Beauty, A World at Peace, and Equality, Expertise Display Directed toward Subordinates, Omnibus Diplomacy Directed toward Superiors, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Internal Attribution in Failure, Achievement and Independence Reinforcing Present Work Environment, Self-actualizing Behavior, Internal Attribution in Success, Competent, Considerate, Proper, and Forward Work Model, and Comfortable Living; and loaded negatively with all other variables. This function was present in highest magnitude in group 1 that is, role incumbents belonging to low hierarchical level, and correspondingly in less magnitudes in group 2 and group 3, that is, role incumbents belonging to middle, and high hierarchical levels respectively as evidenced by centroids of groups in reduced space for first function (Centroids of Group 1 = 1.14, Group 2 = -0.01, Group 3 = -1.02).

The significant variables for the second function were Competent, Considerate, Proper, and Forward Work Model, Leadership and Power, Comfortable Living, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Indispensability of Self Directed toward Superiors, Achievement and Independence Reinforcing Present Work Environment, Financial Status, Harmony and Consistency, Independence Emphasis and

Stimulation in Present Work Environment, Tamas Guna, Lower level Needs Satisfying Work Situations, Superior Support, Stimulating Adolescence Environment, External Locus of Control, Internal Attribution in Success, Job Prestige and Stability, Omnibus Diplomacy Directed toward Superiors, Job or Position Change, Self-actualizing Behavior, Opinion toward Physical Attractiveness, Higher level Needs Satisfying Work Situations, Omnibus Success, Seniority, Quality through Team Building, LPC Index, Valuing A World of Beauty, A World at Peace, and Equality, Conducive Climate, Factor E of 16 PF, Effective Communication and Dealing, Internal Attribution in Failure, Job Performance, Innovation, Patriotism and Altruism, Not O.K. Styles, and Expertise Display Directed toward Subordinates in that order of classificatory strength as evidenced by their respective SDF coefficients. The second discriminant function could be thought to be loaded positively with Comfortable Living, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Indispensability of Self Directed toward Superiors, Harmony and Consistency, Independence Emphasis and Stimulation in Present Work Environment, Tamas Guna, Lower level Needs Satisfying Work Situations, Internal Attribution in Success, Job Prestige and Stability, Job or Position Change, Higher level Needs Satisfying Work Situations, Seniority, LPC Index, Conducive Climate, Factor E of 16 PF, Effective Communication and Dealing, Innovation, and Patriotism and Altruism; and loaded negatively with all other variables. This function was present in highest magnitude in group 2 that is, respondents belonging to middle hierarchical level, and correspondingly in less magnitudes in group 1 and

group 3 that is, respondents belonging to low, and high hierarchical levels respectively as evidenced by centroids of groups in reduced space for second function (Centroids of Group 1 = $-.57$, Group 2 = $.51$, Group 3 = $-.58$). The prediction results using these classifications showed that 77.74 per cent of "grouped" cases could be correctly classified.

Success and Satisfactions as Functions of Industrial
Categorization, Hierarchical Levels, and Ownership

It may be reiterated that several nominal or categorical variables were included in this research. They were industrial categorization (textile, chemicals and fertilizers, and engineering), technological sophistication (low tech. and high tech.), ownership (public and private), and hierarchical levels (low, middle and high) of the role incumbents. It has already been mentioned in the chapter on method that organizations in the sample were selected according to three structural characteristics. They were industrial categorization, technological sophistication, and ownership. It was considered to be a matter of interest to examine the variations of means of other variables in the study across these nominal or categorical variables. Consequently, the analyses were made with the "factors", namely industrial categorization, technological sophistication, and ownership taking all other variables of sectors a, b, c (excluding categorical variables), d, e, and f in the study as the dependent measures. However, in order to conserve space and favor the brevity of expression, it was decided to deal only with a selection of dependent measures. Thus $3 \times 2 \times 2$ (Industrial

Categorization x Technological Sophistication x Ownership) factorial analyses of variance were calculated for some of the dependent measures that were as follow. The seven dimensions of Idealized Success, the two dimensions of Characteristics of Successful Person, Conventional Criterion of Success, Perceived Self-success Index, Global Satisfaction, Job Satisfaction, and Off-the-Job Satisfaction. These variables were singled out for inclusion in the analysis on the argument that success related dimensions formed the major thrust of this work, and that satisfaction could be thought of as culmination of most other antecedent variables pertaining to the person in focus. The ANOVA results for all of these dependent measures showed that either the main effects of Industrial Categorization and Ownership or the interaction effect of Industrial Categorization x Ownership were significant. Technological Sophistication neither in the main nor in the interaction effects with Industrial Categorization or Ownership turned out to be significant. After having a look on these results that were showing the negligible significance of Technological Sophistication in the present study, it was decided to calculate 3 x 3 x 2 (Industrial Categorization x Hierarchical Level x Ownership) factorial analyses of variance for the selected dependent measures that are mentioned above. Out of 14 variables, ANOVAs for 6 did not yield any significant F-ratios. The results of ANOVAs that yielded at least one significant main effect are presented in Table 57. Results of ANOVAs that yielded

Table 57

Summary of 3 x 3 x 2 (Industrial Categorization x Hierarchical Level x Ownership) Analysis of Variance Results

| Variables | A | | B | | C | | AB | | AC | | BC | | ABC | |
|-------------------------------------|---------|----------|---------|----------|----------|----------|----------|----------|----------|----------|---------|----------|----------|----------|
| | MS | F(2,292) | MS | F(2,292) | MS | F(1,292) | MS | F(4,292) | MS | F(2,292) | MS | F(2,292) | MS | F(4,292) |
| Factors of Idealized Success | | | | | | | | | | | | | | |
| OPSA | 40.18 | 4.68* | 14.06 | 1.64 | 65.95 | 7.69** | 5.71 | 0.67 | 62.94 | 7.34** | 5.32 | 0.62 | 3.63 | 0.42 |
| EUL | 11.41 | 1.52 | 1.00 | 0.13 | 0.44 | 0.06 | 3.53 | 0.47 | 12.92 | 1.72 | 16.14 | 2.15 | 19.05 | 2.54* |
| CL | 24.82 | 3.30* | 10.96 | 1.46 | 5.49 | 0.73 | 4.80 | 0.64 | 6.58 | 0.88 | 5.44 | 0.72 | 11.66 | 1.55 |
| Other Variables | | | | | | | | | | | | | | |
| DCSP | 30.13 | 1.07 | 137.24 | 4.89** | 1.35 | 0.05 | 3.12 | 0.11 | 4.93 | 0.18 | 10.12 | 0.36 | 16.54 | 0.59 |
| CCS | 3396563 | 39.20** | 4775226 | 55.12** | 14434440 | 166.60** | 26343.46 | 0.30 | 607756.9 | 7.01** | 1622949 | 18.73** | 68479.40 | 0.79 |
| PSSI | 17.06 | 3.42* | 33.97 | 6.80** | 46.29 | 9.27** | 3.61 | 0.72 | 50.70 | 10.15** | 13.24 | 2.65 | 5.35 | 1.07 |
| GS | 745.71 | 0.72 | 3971.59 | 3.85* | 7496.15 | 7.27** | 438.49 | 0.43 | 1112.31 | 1.08 | 561.85 | 0.54 | 357.86 | 0.35 |
| JS | 425.34 | 1.87 | 1073.02 | 4.71** | 2382.27 | 10.46** | 199.32 | 0.87 | 343.88 | 1.51 | 2.66 | 0.01 | 131.81 | 0.58 |

* $p < .05$.** $p < .01$.

to 61 and Figures 4 to 7. The respective question and the general description of the ANOVA results follow.

Question 53. How the various dimensions of success and satisfaction differ on an average across the factors of Industrial Categorization (textile, chemicals and fertilizers, and engineering), Hierarchical Levels (low, middle and high), and Ownership (public and private)?

Dimensions of Idealized Success as a function of Industrial Categorization, Hierarchical Level, and Ownership. The ANOVA results for "Own People" Success Archetype showed that main effects of Industrial Categorization, and Ownership as well as the two way interaction effect of Industrial Categorization x Ownership were significant. The comparison of cell means by Newman Keuls test (cited in Winer, 1962, p. 80) across Industry revealed that the respondents in the textile industry showed greater preference for "Own People" Success Archetype ($\bar{M} = 7.99$) than the respondents in chemicals and fertilizers ($\bar{M} = 7.11$), and engineering ($\bar{M} = 6.39$) industry ($F_{(2,292)} = 4.68, p < .05$). The main effect of Ownership was significant ($F_{(1,292)} = 7.69, p < .01$). Specifically, respondents of public organizations showed greater preference for "Own People" Success Archetype ($\bar{M} = 7.58$) than their private organization counterparts ($\bar{M} = 6.93$). The interaction effect of Industrial Categorization x Ownership was also significant ($F_{(2,292)} = 7.34, p < .01$). The internal comparison of means of interaction showed (Table 58, Figure 4) that "Own People" Success Archetype was expressed in engineering private organizations in significantly lower magnitude ($\bar{M} = 5.74$)

Table 58

Mean "Own People" Success Archetype as a Function of Industrial
Categorization and Ownership

| Industrial Categorization (a) | Ownership (c) | |
|---|--------------------------|---------------------------|
| | Public (c ₁) | Private (c ₂) |
| Textile (a ₁) | 7.44 | 8.39 |
| Chemicals and Fertilizers (a ₂) | 8.55 | 5.79 |
| Engineering (a ₃) | 6.91 | 5.74 |

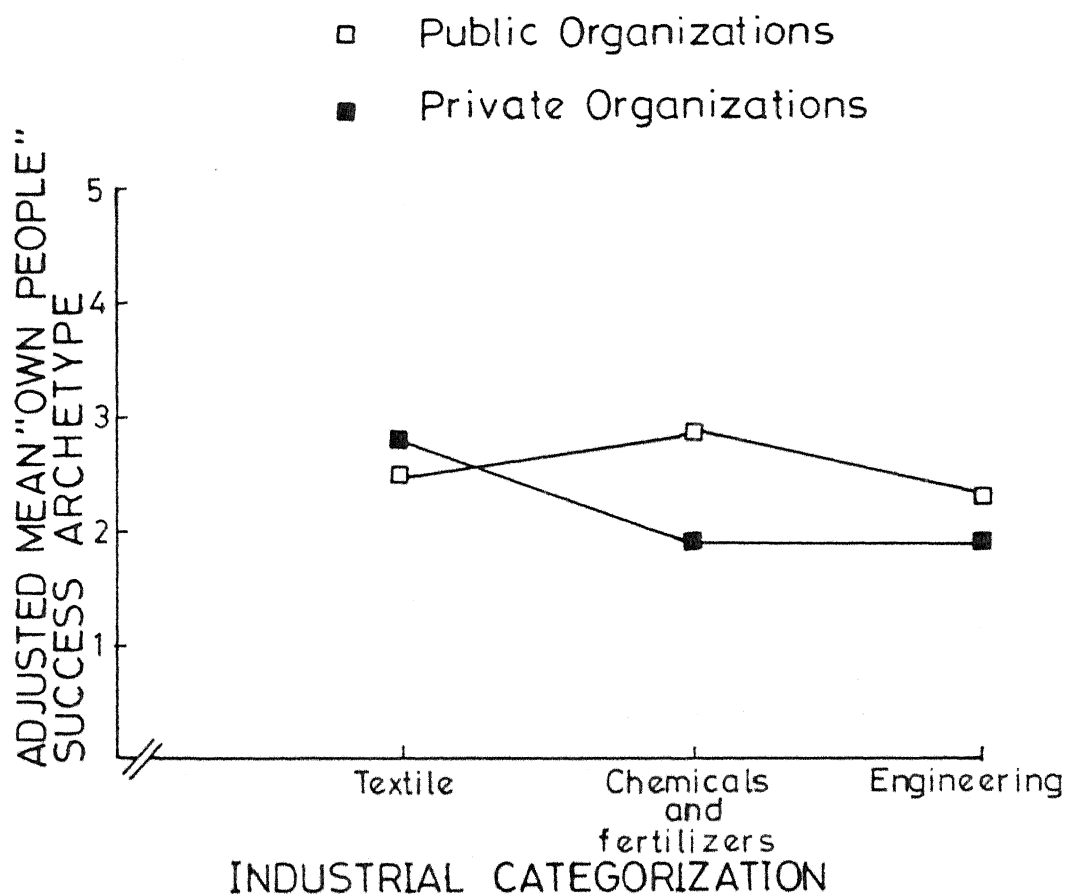


Figure 4. Mean "own people" success archetype as a function of industrial categorization and ownership.

than textile private organizations ($\bar{M} = 8.39$), and chemicals and fertilizers public organizations ($\bar{M} = 8.55$). Additionally, chemicals and fertilizers private organization respondents showed significantly lower of "Own People" Success Archetype ($\bar{M} = 5.79$) than textile private ($\bar{M} = 8.39$), and chemicals and fertilizers public ($\bar{M} = 8.55$) organization respondents.

ANOVA results for Excellent Work Life showed that the interaction effect of Industrial Categorization x Hierarchical Level x Ownership was significant ($F(4,292) = 2.54, p < .05$). The internal mean comparison showed (Table 59, Figure 5) that in particular, the respondents from high hierarchical level from public sector chemicals and fertilizers organizations showed higher ($\bar{M} = 17.15$) preference for Excellent Work Life compared to their private chemicals and fertilizers organizations counterparts ($\bar{M} = 14.86$). Further, the respondents of high hierarchical level belonging to private engineering organizations showed higher ($\bar{M} = 18.00$) preference for Excellent Work Life compared to the public engineering organizations counterparts ($\bar{M} = 15.15$).

For the variable Comfortable Living, the main effect of Industrial Categorization was significant ($F(2,292) = 3.30, p < .05$). This meant that that the respondents showed differential magnitudes of Comfortable Living across Industry. The cell means across Industry showed that the respondents in textile industry showed greater preference for Comfortable Living ($\bar{M} = 11.65$) than their counterparts in chemicals and fertilizers industry ($\bar{M} = 10.71$).

Table 59

Mean Excellent Work Life as a Function of Industrial
Categorization, Hierarchical Level, and Ownership

| Industrial Categorization (a) | Hierarchical Level (b) | | | | | |
|--|-----------------------------|------------------------------|-----------------------------|------------------------------|-----------------------------|------------------------------|
| | Low (b ₁) | | Middle (b ₂) | | High (b ₃) | |
| | | | Ownership (c) | | | |
| | Public (c ₁) | Private (c ₂) | Public (c ₁) | Private (c ₂) | Public (c ₁) | Private (c ₂) |
| Textile (a ₁) | 15.71 | 16.77 | 15.88 | 14.98 | 14.83 | 16.12 |
| Chemicals and Fertilizers (a ₂) | 14.75 | 16.18 | 16.83 | 15.04 | 17.15 | 14.86 |
| Engineering (a ₃) | 16.8 | 16.31 | 16.37 | 16.05 | 15.15 | 18.0 |

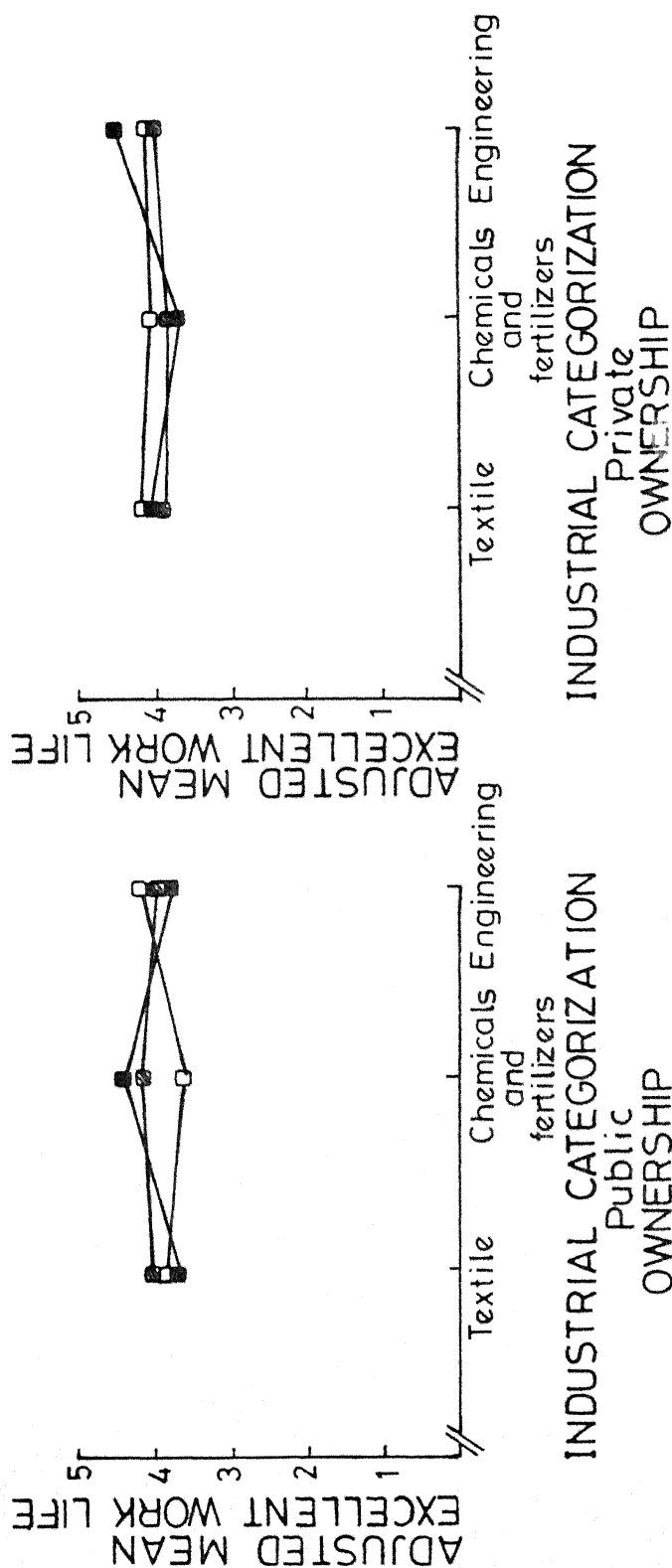


Figure 5. Mean excellent work life as a function of industrial categorization, hierarchical level, and ownership.

Dimension of Characteristics of Successful Person as a function of Industrial Categorization, Hierarchical Level, and Ownership. The ANOVA results for Desirable Characteristics of Successful Person showed that the main effect of Hierarchical Level was significant ($F_{(2,292)} = 4.89, p < .01$). Specifically, role incumbents high in hierarchical level reported possessing more ($M = 39.72$) of Desirable Characteristics of Successful Person than their middle ($M = 37.72$), and low ($M = 37.26$) hierarchical level counterparts.

Conventional Criterion of Success as a function of Industrial Categorization, Hierarchical Level, and Ownership. ANOVA results for Conventional Criterion of Success showed that all the main effects of Industrial Categorization, Hierarchical Level, and Ownership as well as the two way interaction effects of Industrial Categorization x Ownership, and Hierarchical Level x Ownership were significant. The cell means across Industry revealed that role incumbents in textile industry showed lower magnitude of Conventional Criterion of Success ($M = 940.94$) than their counterparts in engineering industry ($M = 1141.81$), and chemicals and fertilizers ($M = 1390.25$) industry ($F_{(2,292)} = 39.20, p < .01$). Additionally, respondents in engineering industry showed Conventional Criterion of Success in lower magnitude ($M = 1141.81$) than their counterparts in chemicals and fertilizers industry ($M = 1390.25$). Thus the respondents in textile industry were lowest on Conventional Criterion of Success; engineering industry respondents were higher; and chemicals and fertilizers industry respondents were highest on Conventional Criterion of

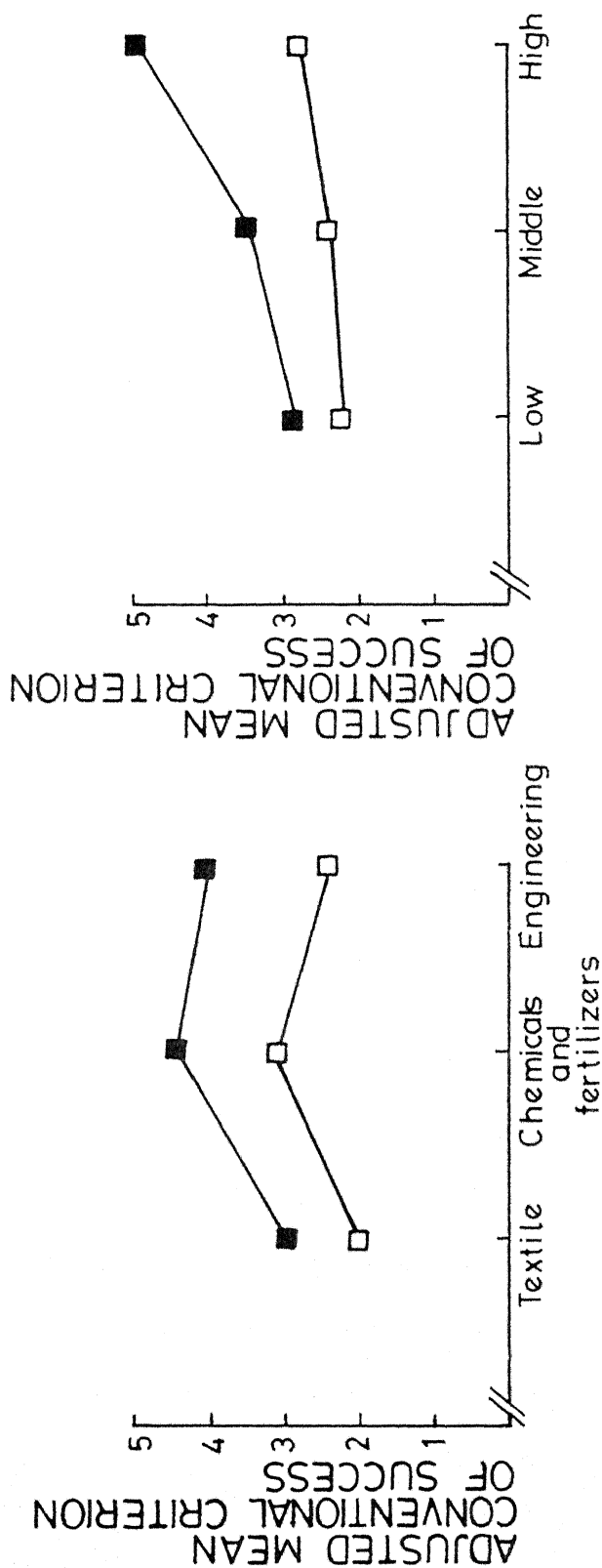
Success. The main effect of Hierarchical Level was significant ($F_{(2,292)} = 55.12, p < .01$). Specifically, role incumbents low in hierarchical level showed lower magnitude of Conventional Criterion of Success ($M = 937.80$) than their middle ($M = 1084.74$), and high (1426.58) hierarchical level counterparts. Additionally, middle level respondents showed lower Conventional Criterion of Success ($M = 1084.74$) than the high hierarchical level respondents ($M = 1426.58$). Results in terms of hierarchy revealed that higher the hierarchical level, higher was the magnitude of Conventional Criterion of Success which was natural. The main effect of Ownership was also significant ($F_{(1, 292)} = 116.60, p < .01$). Specifically, respondents in private organizations showed greater magnitude of Conventional Criterion of Success ($M = 1352.43$) than their public organization counterparts ($M = 901.82$). The interaction effect of Industrial Categorization x Ownership was significant ($F_{(2,292)} = 7.01, p < .01$). The internal comparison of the cell means (Table 60, Figure 6) showed that respondents in textile public organizations ($M = 748.87$), and engineering public organizations ($M = 873.55$) were lower on Conventional Criterion of Success than their counterparts in textile private ($M = 1081.61$), chemicals and fertilizers public ($M = 1116.57$), engineering private ($M = 1480.33$), and chemicals and fertilizers private ($M = 1641.11$) organizations. Additionally, role incumbents in textile private ($M = 1081.61$), and chemicals and fertilizers public organizations ($M = 1116.57$) showed lower Conventional Criterion of Success than their counterparts in engineering private ($M = 1480.33$), and chemicals and fertilizers private ($M = 1641.11$) organizations.

Table 60

Mean Conventional Criterion of Success as a Function of Industrial Categorization and Ownership, and Hierarchical Level and Ownership

| Industrial Categorization (a) | Ownership (c) | |
|--|--------------------------|---------------------------|
| | Public (c ₁) | Private (c ₂) |
| Textile (a ₁) | 748.87 | 1081.61 |
| Chemicals and Fertilizers (a ₂) | 1116.57 | 1641.11 |
| Engineering (a ₃) | 873.55 | 1480.33 |
| <u>Hierarchical Level (b)</u> | | |
| Low (b ₁) | 789.88 | 1065.73 |
| Middle (b ₂) | 883.16 | 1269.91 |
| High (b ₃) | 1034.81 | 1818.35 |

- Public Organizations
- Private Organizations



INDUSTRIAL CATEGORIZATION

HIERARCHICAL LEVEL

Figure 6. Mean conventional criterion of success as a function of industrial categorization and ownership, and hierarchical level and ownership.

Further, respondents in engineering private organizations ($\bar{M} = 1480.33$) showed lower Conventional Criterion of Success than respondents in chemicals and fertilizers private organization respondents ($\bar{M} = 1641.11$). The interaction effect of Hierarchical Level x Ownership was also significant ($F(2,292) = 18.73, p < .01$). The internal comparison of means of this interaction effect showed (Table 60, Figure 6) that low hierarchical level respondents of public organizations were low on Conventional Criterion of Success ($\bar{M} = 789.88$) than their counterparts belonging to high hierarchical level in public organizations ($\bar{M} = 1034.81$), low in private ($\bar{M} = 1065.73$), middle in private ($\bar{M} = 1269.91$), and high hierarchical level in private organizations ($\bar{M} = 1818.35$). Additionally, middle level respondents in public organizations were low on Conventional Criterion of Success ($\bar{M} = 883.16$) than the low hierarchical level respondents in private organizations ($\bar{M} = 1065.73$), middle in private ($\bar{M} = 1269.91$), and high hierarchical level respondents in private organizations ($\bar{M} = 1818.35$). Also, high hierarchical level respondents in public organizations ($\bar{M} = 1034.81$), and low hierarchical level respondents in private organizations ($\bar{M} = 1065.73$) were lower on Conventional Criterion of Success than middle hierarchical level respondents in private organizations ($\bar{M} = 1269.91$), and high hierarchical level respondents in private organizations ($\bar{M} = 1818.35$). Further, middle hierarchical level respondents in private organizations ($\bar{M} = 1269.91$) were lower on Conventional Criterion of Success than respondents belonging to high hierarchical level in private organizations ($\bar{M} = 1818.35$).

comparison of cell means of interaction showed (Table 61, Figure 7) that role incumbents in engineering public organizations were significantly lower ($\bar{M} = 12.34$) on Perceived Self-success Index than their counterparts in textile public ($\bar{M} = 13.98$), chemicals and fertilizers public ($\bar{M} = 14.09$), engineering private ($\bar{M} = 14.24$), and textile private ($\bar{M} = 14.56$) organizations.

Global Satisfaction as a function of Industrial Categorization, Hierarchical Level, and Ownership. ANOVA results for Global Satisfaction showed that the main effects of Hierarchical Level, and Ownership were significant. This meant that the respondents, on an average showed differential magnitudes of Global Satisfaction across the variables Hierarchical level, and Ownership. Specifically, the role incumbents belonging to high hierarchical level showed more ($\bar{M} = 176.95$) Global Satisfaction than their counterparts belonging to low hierarchical level ($\bar{M} = 163.51$, $F_{(2,292)} = 3.85$, $p < .05$). The cell means across Ownership revealed that respondents in private sector showed more ($\bar{M} = 175.88$) Global Satisfaction than their public organizations counterparts ($\bar{M} = 163.20$, $F_{(1,292)} = 7.27$, $p < .01$).

Job Satisfaction as a function of Industrial Categorization, Hierarchical Level and Ownership. ANOVA results for Job Satisfaction showed that the main effect of Hierarchical level was significant ($F_{(2,292)} = 4.71$, $p < .01$). This meant that the executives, on an average showed differential magnitudes of Job Satisfaction across the variable Hierarchical Level. Specifically, executives belonging to high hierarchical level

Table 61

Mean Perceived Self-success Index as a Function of Industrial
Categorization and Ownership

| Industrial Categorization (a) | Ownership (c) | |
|--|--------------------------|---------------------------|
| | Public (c ₁) | Private (c ₂) |
| Textile (a ₁) | 13.98 | 14.56 |
| Chemicals and Fertilizers (a ₂) | 14.09 | 13.25 |
| Engineering (a ₃) | 12.34 | 14.24 |

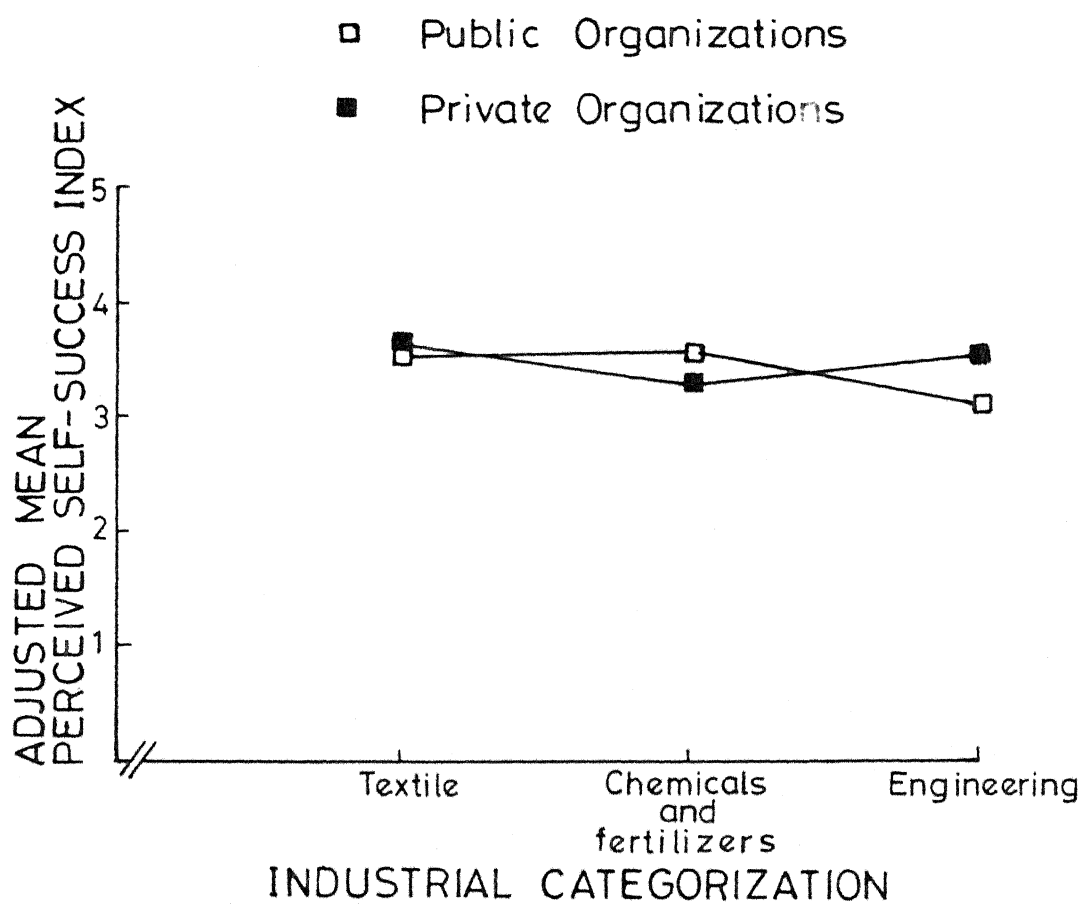


Figure 7. Mean perceived self-success index as a function of industrial categorization and ownership.

showed more Job Satisfaction ($\bar{M} = 79.37$) than their counterparts belonging to low hierarchical level ($\bar{M} = 72.30$). The main effect of Ownership was also significant ($F_{(1,292)} = 10.46, p < .01$). Specifically, respondents in private organizations showed higher ($\bar{M} = 79.35$) magnitude of Job Satisfaction compared to their public sector counterparts ($\bar{M} = 72.62$).

Attempting to Identify the Organizations Having Lowest and
Highest Magnitudes of Organizational Effectiveness,
Satisfactions, and Perceived Self-success Index

The Differences Between Less and More "Effective" Organizations

This research focused on a specific aspect of individuals characteristics, namely, Idealized Success, and explored the antecedents and consequences of this variable in particular. While it may be arguable to draw inferences at a macro level from the data originating from concepts pertaining to micro level. Nevertheless, macro inferences might possibly be drawn on two bases. One that it is commonly done in behavioral sciences. Secondly, in the ultimate analysis one of the final outcomes of all organizational dynamics would be organizational effectiveness, a macro level concept. Indeed, organizational effectiveness is consisted of a major portion of an individual level phenomenon. Thus it could be worthwhile to demarcate the more effective organization(s) from less effective ones and see the corresponding magnitudes of other relevant variables. This study included thirteen organizations in the sample. It is acknowledged that the measure of Organizational Effectiveness employed in this study was not a particularly strong one

especially in terms of objectivity. To the extent that perceptual measures can be treated as having same correspondence with the objective measures, the measure of Organizational Effectiveness employed in this study could be treated as a valid one. Thus in an attempt to differentiate between more and less effective organizations, it was decided to examine the organizations in the sample in terms of their relative magnitudes of effectiveness. Consequently the following research question was put forward.

Question 54. How the thirteen organizations differ on an average along the dimension of Organizational Effectiveness?

To answer this question, an one way analysis of variance was computed with Organizational Effectiveness of the thirteen organizations as the dependent measure, and thirteen organizations as the treatment levels. Results showed (Table 62) that there were significant differences among the means ($F_{(12,297)} = 7.91, p < .01$). The internal comparison of means by Newman Keuls test (cited in Winer, 1962, p.80) showed that, in terms of Organizational Effectiveness, the organization number 10 (O_{10}) was significantly lower ($\bar{M} = 9.23$) than all other organizations. Also, organization number 1 (O_1) was significantly lower ($\bar{M} = 12.08$) than organization number 6 ($O_6, \bar{M} = 15.46$). Although organization numbers $O_1, O_3, O_7, O_{13}, O_2, O_8, O_5, O_{11}, O_9, O_4, O_{12}$, and O_6 (arranged in increasing order of magnitude of means) were not significantly different from one another, O_6 having the highest value of mean was taken as representative of better organizations if not the best. Thus three organizations

Table 62

One Way Analysis of Variance Results Showing Mean Differences on Organizational Effectiveness Across the Thirteen Organizations

| Organization | | | | | | | | | | | | | |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|-------|-------|-------|
| no. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| Mean | 12.08 | 13.25 | 12.75 | 14.52 | 13.93 | 15.46 | 13.00 | 13.43 | 14.48 | 9.23 | 14.19 | 15.00 | 13.23 |
| SD | 3.49 | 2.80 | 2.88 | 3.30 | 2.41 | 2.02 | 1.72 | 2.06 | 2.62 | 2.39 | 3.17 | 3.04 | 2.27 |
| No. of respondents | 24 | 28 | 20 | 21 | 30 | 24 | 20 | 23 | 25 | 26 | 27 | 20 | 22 |

ANOVA summary table

| Source | SS | df | MS | F |
|---------|--------|-----|-------|--------|
| Between | 718.5 | 12 | 59.88 | 7.91** |
| Within | 2247.2 | 297 | 7.57 | |
| Total | 2965.7 | 309 | | |

** $p < .01$.

were selected. They were O_{10} which was least effective, O_6 which was more effective (or most, if one goes just by the magnitudes of mean disregarding significance level), and O_1 which was better than O_{10} but was significantly less effective than O_6 . Thus in a way, these three organizations could be thought of as representing least, most, and moderately effective organizations in the sample. Due to confidentiality requirement, the names of organizations are not being disclosed, however, the descriptions of all of the thirteen organizations are presented in Appendix F.

Having identified the typical organizations in the sample, it was considered worthwhile to discover some of the other variables together with organizational effectiveness that would significantly discriminate among these three organizations. Consequently, the following research question was put forward.

Question 55. What are the important dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes which discriminate among the organizations "distinct" in the levels of Organizational Effectiveness?

A discriminant analysis with the three organizations, namely O_{10} , O_1 , and O_6 as the criterion groups and all other variables of sectors a, b, c, d, and e as the classifying variables was made. The least effective organization O_{10} was designated as group 1, moderately effective organization O_1 as group 2, and the most effective organization O_6 was designated as group 3. The specific purpose of this discriminant analysis was to identify some of the more important variables of sectors a, b, c, d, and e

that could be used to discriminate among the least, most, and the moderately "effective" organizations. Although it does not make much sense to include Organizational Effectiveness (sector d) as the classifying variable because effectiveness itself was the criterion on which the three organizations had been identified. Nevertheless, just in order to complete the list of variables discriminating among these three organizations, it was decided to include organizational effectiveness also.

The results of the discriminant analysis (Table 63) showed that (for the first function ($X^2_{(82)} = 248.29, p < .00$); and for the second function ($X^2_{(40)} = 121.45, p < .00$)) some of the variables of sectors a, b, c, d, and e could significantly discriminate among these three organizations. The significant variables for the first function were Concern for "Own People" in Adolescence Environment, Self-confidence, External Attribution in Failure, Excellent Work Life, Valuing A World of Beauty, A World at Peace, and Equality, Organizational Effectiveness, Seniority, Self-actualizing Behavior, Financial Status, External Attribution in Success, Creative and Witty, Concern for "Own People" in Childhood Environment, Patriotism and Altruism, Valuing Intellect, Independence, Imagination, and Logic, Comfortable Living, Reinforcement and Authoritativeness Directed toward Superiors, Work Ethic, LPC Index, Desirable Characteristics of Successful Person, Dominant and Ambitious, Name Dropping and Concerning Directed toward Subordinates, Valuing Inner Harmony and Happiness, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Leader-Member Exchange, Effective

Table 63

Discriminant Analysis Results for the Dimensions of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, and Person Level Outcomes as the Discriminating, and Levels of Organizational Effectiveness as the Criterion Variable

| Variables | Function 1 | Function 2 |
|-----------|-------------------------|-------------------------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients |
| EWL | - 0.47 | - 0.35 |
| CL | 0.26 | 0.05 |
| PA | 0.28 | - 0.19 |
| VCACB | 0.18 | 0.26 |
| VWBWPE | - 0.47 | - 0.11 |
| VIHH | - 0.22 | 0.30 |
| VIIIL | 0.28 | - 0.15 |
| RADSp | 0.26 | 0.08 |
| NCTC | 0.13 | 0.05 |
| TPEDSb | - 0.22 | 0.20 |
| NDCDSb | - 0.23 | 0.06 |
| LMX | 0.22 | 0.15 |
| SS | - 0.14 | 0.26 |
| I | - 0.12 | - 0.29 |
| ECD | 0.21 | - 0.35 |
| OE | 0.44 | 0.44 |
| RNG | - 0.10 | - 0.10 |
| CV | - 0.12 | 0.12 |
| SAB | 0.41 | - 0.31 |
| ILC | - 0.03 | - 0.13 |
| EAS | 0.35 | - 0.07 |
| EAF | - 0.48 | 0.06 |
| IAF | - 0.12 | 0.29 |
| n-ach. | 0.13 | - 0.20 |
| n-power | 0.20 | - 0.30 |
| CW | 0.33 | - 0.23 |
| OPA | 0.04 | - 0.19 |
| WE | - 0.26 | 0.56 |
| SC | - 0.56 | - 0.09 |
| QSMD | 0.15 | - 0.14 |
| DCSP | - 0.24 | 0.15 |
| DA | - 0.24 | 0.44 |
| LPCI | - 0.25 | 0.24 |
| JPC | 0.09 | - 0.24 |
| S | 0.44 | - 0.33 |
| FS | - 0.36 | 0.71 |

(table continues)

Table 63 (continued)

| Variables | Function 1 | Function 2 | | |
|---------------------------------------|-------------------------|-------------------------|---------|-------|
| | <u>SDF</u> Coefficients | <u>SDF</u> Coefficients | | |
| COPCE | - 0.31 | 0.18 | | |
| COPAE | 0.77 | - 0.13 | | |
| SPSE | 0.00 | 0.25 | | |
| COPPSE | - 0.17 | - 0.07 | | |
| COPPWE | 0.06 | 0.22 | | |
| ----- | | | | |
| R^2 | 0.96 | 0.95 | | |
| X^2 | 248.29 | 121.45 | | |
| df | 82 | 40 | | |
| p | 0.00 | 0.00 | | |
| Centroids of Group 1 | - 1.00 | - 0.81 | | |
| Centroids of Group 2 | 1.29 | - 0.47 | | |
| Centroids of Group 3 | - 0.20 | 1.35 | | |
| ----- | | | | |
| Prediction Results | | | | |
| ----- | | | | |
| Actual groups | Group 1 | Group 2 | Group 3 | Total |
| ----- | | | | |
| Actual N of cases | 26 | 24 | 24 | 74 |
| Predicted N of cases | 26 | 24 | 24 | 74 |
| Accuracy of prediction for total N | | | | 100 % |

SDF = Standardized discriminant function.

Communication and Dealing, Need for Power, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Concern for "Own People" in Present Social Environment, Quality through Self and Mutual Development, Superior Support, Noncontroversial and Tolerant toward Coworkers, Need for Achievement, Innovation, Change Value, Internal Attribution in Failure, Rajas Negative Guna, Job or Position Change, Perceived Self-success Index, Opinion toward Physical Attractiveness, and Internal Locus of Control in that order of classificatory strength as evidenced by their respective SDF coefficients. The first function could be thought to be loaded positively with Concern for "Own People" in Adolescence Environment, Organizational Effectiveness, Seniority, Self-actualizing Behavior, External Attribution in Success, Creative and Witty, Patriotism and Altruism, Valuing Intellect, Independence, Imagination, and Logic, Comfortable Living, Reinforcement and Authoritativeness Directed toward Superiors, Leader-Member Exchange, Effective Communication and Dealing, Need for Power, Valuing Cleanliness, Ambitiousness, Capableness and Broad-mindedness, Quality through Self and Mutual Development, Noncontroversial and Tolerant toward Coworkers, Need for Achievement, Job or Position Change, Perceived Self-success Index, Opinion toward Physical Attractiveness and loaded negatively with all other variables. This function was present in highest magnitude in group 2 that is, organization number 0₁ (that was identified as moderately effective organization), and correspondingly in lesser magnitudes in group 3 and 1 that is, organization number 0₆, and 0₁₀ (that were identified as the

most, and least effective organizations in that order), as evidenced by centroids of groups in reduced space for first function (Centroids of Group 1 = -1.00, Group 2 = 1.29, Group 3 = -0.20).

The significant variables for the second discriminant function were Financial Status, Work Ethic, Organizational Effectiveness, Dominant and Ambitious, Excellent Work Life, Effective Communication and Dealing, Seniority, Self-actualizing Behavior, Valuing Inner Harmony and Happiness, Need for Power, Innovation, Internal Attribution in Failure, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Superior Support, Stimulating Present Social Environment, LPC Index, Job or Position Change, Creative and Witty, Perceived Self-success Index, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Need for Achievement, Patriotism and Altruism, Opinion toward Physical Attractiveness, Concern for "Own People" in Childhood Environment, Valuing Intellect, Independence, Imagination, and Logic, Leader-Member Exchange, Desirable Characteristics of Successful Person, Quality through Self and Mutual Development, Internal Locus of Control, Concern for "Own People" in Adolescence Environment, Change Value, Valuing A World of Beauty, A World at Peace, and Equality, Rajas Negative Guna Self-confidence, Reinforcement and Authoritativeness Directed toward Superiors, External Attribution in Success, Concern for "Own People" in Present Social Environment, Name Dropping and Cornering Directed toward Subordinates, External Attribution in Failure, Comfortable Living, and Noncontroversial and Tolerant toward Coworkers in that order of classificatory strength as

evidenced by their respective SDF coefficients. The second function could be thought to be loaded positively with Financial Status, Work Ethic, Organizational Effectiveness, Dominant and Ambitious, Valuing Inner Harmony and Happiness, Internal Attribution in Failure, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Superior Support, Stimulating Present Social Environment, LPC Index, Perceived Self-success Index, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Concern for "Own People" in Childhood Environment, Leader-Member Exchange, Desirable Characteristics of Successful Person, Change Value, Reinforcement and Authoritativeness Directed toward Superiors, Name Dropping and Cornering Directed toward Subordinates, External Attribution in Failure, Comfortable Living, Noncontroversial and Tolerant toward Coworkers; and loaded negatively with all other variables. This function was present in highest magnitude in group 3 that is, organization number 0₆ that was identified as the most effective organization, and correspondingly in lesser magnitudes in groups 1 and 2, that is organization number 0₁, and 0₁₀ that were identified as moderate, and least effective organizations in that order as evidenced by centroids of groups in reduced space for the second function (Centroids of Group 1 = -0.81, Group 2 = -0.47, Group 3 = 1.35). The prediction result using these classification functions showed that 100 per cent of 'grouped' cases could be correctly classified.

Question 56. What is the nature of covariation of means of the dimensions of Idealized Success between the less and the more

"effective" organizations?

In order to relate the construct of Idealized Success (which was construed to be an individual level phenomenon) to the macro level construct like Organizational Effectiveness, two organizations, namely O_{10} and O_6 were identified that were designated as least and most effective organizations. It may be recalled that earlier on, three organizations were identified which were designated as the least, moderate, and most effective with regard to the construct of organizational effectiveness. It could be a matter of arbitration as to whether a three step categorization (involving least, moderate, and most) or a two step categorization (involving only the least and the most) should be adhered to. A three step categorization offers more elegance and greater shades of variations whereas the two step categorization would make for considerable ease of interpretation. Considering the complexities arising out of the number of aspects of variables already included in the study, it is proposed that for subsequent usage, a two step categorization involving the least and the most effective organizations only, would be employed in analyses. It was considered worthwhile to investigate and compare the ranking of seven types of Idealized success between these two organizations. Consequently, rank order correlation (Spearman's Rho) was calculated. It turned out that the ranking of means of the seven types of Idealized Success between the organizations was significantly correlated ($\rho = .93$, $p(5) < .01$). This meant that the pattern of hierarchical preference of Idealized Success types did not vary as a function of Organizational Effectiveness between the two organizations.

Thus there was considerable similarity of the hierarchical preference of idealized success types in the role incumbents of the two organizations.

It was considered worthwhile to take a look at all the variables in the study in order to see whether they differ in terms of averages across less and more effective organizations. The subsequent research question could be as follow.

Question 57 What are the mean differences on the "significant" variables as a function of less and more effective organizations?

The univariate F -ratios were calculated with all the noncategorical variables in the study as the dependent measures across the less and the more effective organizations, namely O_{10} and O_6 respectively. Summary of the results appear in Table 64 and Figure 8. The Table 64 and Figure 8 incorporate only those variables which showed significant ($p < .05$) mean differences across the two organizations. It may be noted that the "adjusted" means have been used in Figure 8. The adjusted means were obtained by dividing the means by the number of items on which they were based in order to keep the range of means on all the variables between 1 to 5 so that a comparable picture might emerge. This was done keeping in view that for most of the original items, data were obtained using a 5-point scale that ranged between 1 to 5. However, three of the variables posed special problems. One of these variables were the satisfaction indexes which were based on derived scores, and instead of ranging between 1 to 5, ranged between 0 to 4, of course the

Results of the One Way Analysis of Variance Showing the Significant Mean Differences on Variables as a Function of Less and More "Effective" Organizations

| Variables | Q10 Less effective organization ($n = 26$) | | | Q6 More effective organization ($n = 24$) | | | $F(1, 48)$ |
|-----------|--|------------|------------|---|------------|------------|------------|
| | \bar{M} | \bar{AM} | \bar{SD} | \bar{M} | \bar{AM} | \bar{SD} | |
| OPSA | 6.08 | 2.03 | 2.64 | 8.04 | 2.68 | 2.85 | 6.41* |
| IESPUE | 9.42 | 3.14 | 3.13 | 11.04 | 3.68 | 2.37 | 4.20* |
| AIRPUE | 7.46 | 2.49 | 2.64 | 9.54 | 3.18 | 3.34 | 6.20* |
| PSES | 9.00 | 3.00 | 3.49 | 5.96 | 1.99 | 3.26 | 10.10** |
| IAS | 7.23 | 3.62 | 1.21 | 8.08 | 4.04 | 1.25 | 6.01* |
| RNG | 5.19 | 2.60 | 1.58 | 4.25 | 2.13 | 1.67 | 4.20* |
| QTB | 13.42 | 3.36 | 2.93 | 15.25 | 3.81 | 2.85 | 4.99* |
| QPM | 13.92 | 3.48 | 2.51 | 15.83 | 3.96 | 2.26 | 7.94** |
| LMX | 11.04 | 2.76 | 3.84 | 13.42 | 3.36 | 2.90 | 6.02* |
| SS | 21.15 | 2.64 | 6.72 | 29.42 | 3.68 | 4.22 | 26.61** |
| HC | 5.27 | 2.64 | 1.73 | 6.67 | 3.34 | 1.58 | 8.83** |
| CCL | 18.58 | 2.32 | 5.99 | 28.83 | 3.60 | 2.88 | 57.94** |
| D | 4.46 | 2.23 | 1.98 | 6.38 | 3.19 | 1.64 | 13.70** |
| FS | 37832.31 | 4.01 | 5903.43 | 47121.67 | 5.00 | 8687.01 | 19.83** |
| CCS | 926.35 | 4.14 | 143.47 | 1117.54 | 5.00 | 141.36 | 22.48** |
| PSSI | 11.85 | 2.96 | 1.91 | 13.92 | 3.48 | 2.34 | 11.82** |
| JP | 7.08 | 3.54 | 1.13 | 7.96 | 3.98 | 1.30 | 6.57* |
| GS | 154.85 | 2.89 | 29.77 | 173.08 | 3.22 | 21.86 | 6.01* |
| JS | 66.50 | 2.81 | 17.90 | 79.46 | 3.35 | 10.30 | 9.62** |

* $p < .05$. ** $p < .01$.

Note. The \bar{AM} column represents the adjusted means ranging within five points obtained by dividing the mean in column \bar{M} by the number of items on which the means were based. The number of respondents in each organization is represented by n .

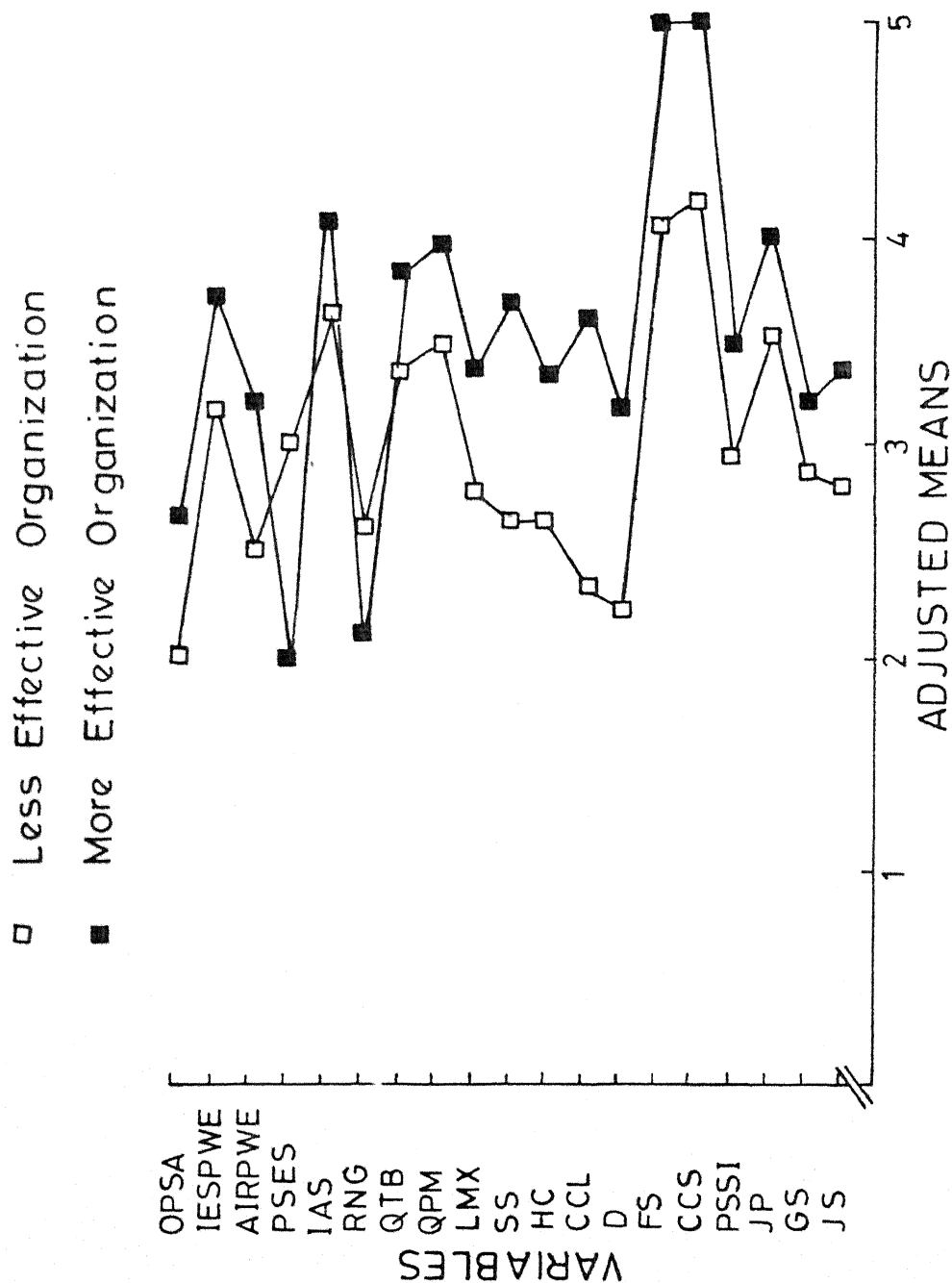


Figure 8. Mean differences on significant variables differentiating between less and more "effective" organizations (refer to the list of abbreviations for the meaning of the abbreviations on the vertical axis).

overall range did remain to be a 5-point one. In order to maintain consistency, a constant of one was added to the means of satisfaction dimensions which were then divided by the number of items on which the means were based thereby giving rise to the adjusted mean scores for satisfaction dimensions that would range between 1 to 5. Thus in Table 64, the mean column shows the "actual" mean (range = 0 - 4) for satisfaction dimensions whereas the AM column shows the "inflated" (range = 1 - 5) adjusted means.

Another problematic variable was the Conventional Criterion of Success, the original scores on which were not obtained on a 5-point scale. The index was obtained by dividing reported actual income by reported actual chronological age, and thus the magnitude of the index ranged between 264.15 to 3000.00, and the score range was 2735.85. It turned out that the magnitude of the average Conventional Criterion of Success in more effective organization was 1117.5354 and in less effective organization was 926.35. Just in order to keep the means limited to a maximum of five, it was decided to divide the means by a constant of 223.50708 (derived by dividing the larger mean by 5 i.e., $1117.5354/5 = 223.50708$). Thus the average Conventional Criterion of Success in most effective organization would be treated to be 5 and in least effective organization to be 4.14. These values would be represented in adjusted mean column whereas the actual means would be reported in mean column of Table 64.

The last problematic variable on which original scores were not obtained on 5-point scale was Financial Status (a factor of

biographical information) which comprised two items on which the respondents were asked to report their actual income per month, and per annum. Again in order to keep the means limited to a maximum of five, the means were divided by a constant of 9424.334 (derived by dividing the larger mean by 5), and the obtained values would be represented in adjusted mean column (Table 64) pertaining to Financial Status.

The results showed that the variables that differ in terms of averages across less and more effective organization were as follow. "Own People" Success Archetype, Independence Emphasis and Stimulation in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment, Parental Socio-economic Status, Internal Attribution in Success, Rajas Negative Guna, Quality through Team Building, Quality through Productivity Management, Leader-Member Exchange, Superior Support, Harmony and Consistency, Conducive Climate, Decentralization, Financial Status, Conventional Criterion of Success, Perceived Self-success Index, Job Performance, Global Satisfaction, and Job Satisfaction.

It may be noted that out of all the significant variables mentioned above, all except Rajas Negative Guna, and Parental Socio-economic Status could be considered to be present in higher average magnitudes in the more effective organization.

The Differences Between Organizations Having Lowest and Highest Magnitudes of Satisfaction

Just as it could be worthwhile to demarcate the more effective organizations from less effective ones and see the corresponding magnitudes of other relevant variables because

effectiveness represents the outcome of organizational dynamics at macro level, it may well be argued that certain outcomes at the individual level could be equally worthwhile to explore. Two such criteria at individual level could be Satisfaction, and Perceived Self-success. Exploration were made with these criteria. The details follow.

Question 58. How the organizations differ on an average along the indexes of satisfactions?

It would be recalled that three types of satisfaction scores were used in this study. (a) Global Satisfaction, (b) Job Satisfaction, and (c) Off-the-Job Satisfaction. One way analysis of variance were calculated with these satisfaction scores (one at a time) as dependent measure as a function of the organizational variations that is, treating thirteen organizations as treatment levels. The overall F ratios (Tables 65, 66 and 67 respectively) in all of the three cases turned out to be significant ($F_{(12,297)} = 2.89, p < .01$ for Global Satisfaction; $F_{(12,297)} = 5.88, p < .00$ for Job Satisfaction; and $F_{(12,297)} = 14.77, p < .01$ for Off-the-Job Satisfaction). The pattern emerging out of internal mean comparison suggested that O_7 (Organization number 7) and O_3 (Organization number 3) could be treated as representing the organizations having the lowest and the highest magnitudes of satisfaction on average on all the three types of satisfaction.

Question 59. What is the nature of covariation of means of the dimensions of Idealized Success between the organizations having lowest and highest magnitudes of satisfaction?

Table 65

One Way Analysis of Variance Results Showing Mean Differences on Global Satisfaction Across the Thirteen Organizations

| Organization | | | | | | | | | | | | | |
|---------------------|-----------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|
| no. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| Mean | 167.83 | 170.68 | 193.50 | 165.62 | 177.30 | 173.03 | 153.05 | 173.70 | 173.48 | 154.85 | 158.11 | 186.45 | 163.09 |
| SD | 34.07 | 34.49 | 34.88 | 36.60 | 33.17 | 21.86 | 32.74 | 32.17 | 33.06 | 29.77 | 33.22 | 23.80 | 24.47 |
| No. of respondents | 24 | 28 | 20 | 21 | 30 | 24 | 20 | 23 | 25 | 26 | 27 | 20 | 22 |
| ----- | | | | | | | | | | | | | |
| ANOVA summary table | | | | | | | | | | | | | |
| Source | SS | | | df | | | MS | | | F | | | |
| Between | 35988.71 | | | 12 | | | 2999.06 | | | 2.89** | | | |
| Within | 308011.23 | | | 297 | | | 1037.07 | | | | | | |
| Total | 343999.94 | | | 309 | | | | | | | | | |

** $p < .01$.

Table 66

One Way Analysis of Variance Results Showing Mean Differences on Job Satisfaction Across the Thirteen Organizations

| Organization no. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mean | 75.71 | 76.68 | 88.75 | 74.14 | 79.63 | 79.46 | 57.55 | 78.22 | 79.00 | 66.50 | 69.26 | 83.80 | 72.95 |
| SD | 14.57 | 16.63 | 11.88 | 16.66 | 17.90 | 10.30 | 15.77 | 16.26 | 13.45 | 17.90 | 14.88 | 9.95 | 9.80 |
| No. of respondents | 24 | 28 | 20 | 21 | 30 | 24 | 20 | 23 | 25 | 26 | 27 | 20 | 22 |

ANOVA summary table

| Source | SS | df | MS | F |
|---------|----------|-----|---------|--------|
| Between | 16076.63 | 12 | 1339.72 | 5.88** |
| Within | 67627.37 | 297 | 227.70 | |
| Total | 83704.00 | 309 | | |

** $p < .01$.

Table 67

One Way Analysis of Variance Results Showing Mean Differences on Off-the-Job Satisfaction Across the Thirteen Organizations

| Organization | | | | | | | | | | | | | |
|--------------|-------|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|
| no. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| Mean | 92.13 | 94.00 | 104.75 | 91.48 | 97.67 | 93.63 | 35.50 | 95.48 | 94.48 | 88.35 | 88.85 | 102.65 | 90.14 |
| <u>SD</u> | 22.77 | 22.19 | 25.47 | 21.81 | 18.25 | 15.09 | 17.77 | 18.00 | 22.05 | 15.93 | 20.35 | 15.35 | 16.98 |
| No. of | | | | | | | | | | | | | |
| respondents | 24 | 28 | 20 | 21 | 30 | 24 | 20 | 23 | 25 | 26 | 27 | 20 | 22 |

ANOVA summary table

| Source | <u>SS</u> | <u>df</u> | <u>MS</u> | <u>F</u> |
|---------|-----------|-----------|-----------|----------|
| Between | 70879.90 | 12 | 5906.66 | 14.77** |
| Within | 118761.01 | 297 | 399.87 | |
| Total | 189640.91 | 309 | | |

** $p < .01$.

In order to investigate and compare the ranking of the seven types of Idealized Success between O_7 and O_3 , rank order correlation (Spearman's Rho) was calculated. It turned out that the ranking of means of seven types of Idealized Success between the organizations was significantly correlated ($\rho = .96$, $p(5) < .01$). This meant that the pattern of hierarchical preference of Idealized Success did not vary as a function of satisfaction scores between the two organizations.

Question 60. What are the mean differences on the "significant" variables as a function of organizations having lowest and highest magnitudes of satisfactions?

The univariate F -ratios were calculated with all the noncategorical variables in the study as the dependent measures across the organizations low and high on satisfactions, namely O_7 and O_3 respectively. The results (Table 68, Figure 9) showed that the variables which differ in terms of averages across these two organizations were as follow. Omnibus Success, Excellent Work Life, Job Prestige and Stability, Patriotism and Altruism, Stimulating Childhood Environment, Stimulating Adolescence Environment, Independence Emphasis and Stimulation in Present Work Environment, Considerate and Competent Pework Model, Change Value, External Attribution in Failure, Self-centered and Spontaneous Work Model, LPC Index, Reinforcement and Authoritativeness Directed toward Superiors, Harmony and Consistency, and Job or Position Change.

It may be noted that out of all the significant variables mentioned above, the variables, namely Independence Emphasis and

Results of the One Way Analysis of Variance Showing the Significant Mean Differences on Variables as a Function of Organizations Having Lowest and Highest Magnitudes of Satisfaction

| Variables | 07 Lowest on satisfactions($\bar{n} = 20$) | | | 03 Highest on satisfactions($\bar{n} = 20$) | | |
|-----------|---|------------|------------|--|------------|------------|
| | \bar{M} | \bar{AM} | \bar{SD} | \bar{M} | \bar{AM} | \bar{SD} |
| OS | 17.25 | 4.31 | 2.65 | 15.00 | 3.75 | 3.63 |
| EWL | 16.75 | 4.19 | 2.24 | 13.80 | 3.45 | 2.84 |
| JPS | 12.80 | 4.27 | 1.77 | 11.25 | 3.75 | 2.36 |
| PA | 16.50 | 4.13 | 2.50 | 14.00 | 3.50 | 3.36 |
| SCE | 32.45 | 3.61 | 6.06 | 22.45 | 2.49 | 6.98 |
| SAE | 25.15 | 3.59 | 3.94 | 19.70 | 2.81 | 5.05 |
| IESPUE | 9.30 | 3.10 | 2.52 | 10.75 | 3.58 | 1.65 |
| CCPUM | 7.55 | 3.78 | 1.39 | 6.35 | 3.18 | 1.73 |
| CV | 17.00 | 3.40 | 2.75 | 14.40 | 2.88 | 3.08 |
| EAF | 6.85 | 2.28 | 1.42 | 8.55 | 2.85 | 2.24 |
| SCSUM | 5.40 | 2.70 | 1.27 | 6.30 | 3.15 | 1.53 |
| LPCI | 30.75 | 1.92 | 8.08 | 45.50 | 2.84 | 11.96 |
| RADSp | 6.35 | 3.18 | 1.87 | 4.85 | 2.43 | 1.84 |
| HC | 5.70 | 2.85 | 0.92 | 6.50 | 3.25 | 1.47 |
| JPC | 5.70 | 2.85 | 3.91 | 2.90 | 1.45 | 3.21 |

| | * $p < .05$. | ** $p < .01$. |
|------------------------------------|---------------|----------------|
| 1. \bar{X}_1 and \bar{X}_2 | | |
| 2. \bar{X}_1 and \bar{X}_3 | | |
| 3. \bar{X}_1 and \bar{X}_4 | | |
| 4. \bar{X}_1 and \bar{X}_5 | | |
| 5. \bar{X}_1 and \bar{X}_6 | | |
| 6. \bar{X}_1 and \bar{X}_7 | | |
| 7. \bar{X}_1 and \bar{X}_8 | | |
| 8. \bar{X}_1 and \bar{X}_9 | | |
| 9. \bar{X}_1 and \bar{X}_{10} | | |
| 10. \bar{X}_1 and \bar{X}_{11} | | |
| 11. \bar{X}_1 and \bar{X}_{12} | | |
| 12. \bar{X}_1 and \bar{X}_{13} | | |
| 13. \bar{X}_1 and \bar{X}_{14} | | |
| 14. \bar{X}_1 and \bar{X}_{15} | | |
| 15. \bar{X}_1 and \bar{X}_{16} | | |
| 16. \bar{X}_1 and \bar{X}_{17} | | |
| 17. \bar{X}_1 and \bar{X}_{18} | | |
| 18. \bar{X}_1 and \bar{X}_{19} | | |
| 19. \bar{X}_1 and \bar{X}_{20} | | |
| 20. \bar{X}_1 and \bar{X}_{21} | | |
| 21. \bar{X}_1 and \bar{X}_{22} | | |
| 22. \bar{X}_1 and \bar{X}_{23} | | |
| 23. \bar{X}_1 and \bar{X}_{24} | | |
| 24. \bar{X}_1 and \bar{X}_{25} | | |
| 25. \bar{X}_1 and \bar{X}_{26} | | |
| 26. \bar{X}_1 and \bar{X}_{27} | | |
| 27. \bar{X}_1 and \bar{X}_{28} | | |
| 28. \bar{X}_1 and \bar{X}_{29} | | |
| 29. \bar{X}_1 and \bar{X}_{30} | | |
| 30. \bar{X}_1 and \bar{X}_{31} | | |
| 31. \bar{X}_1 and \bar{X}_{32} | | |
| 32. \bar{X}_1 and \bar{X}_{33} | | |
| 33. \bar{X}_1 and \bar{X}_{34} | | |
| 34. \bar{X}_1 and \bar{X}_{35} | | |
| 35. \bar{X}_1 and \bar{X}_{36} | | |
| 36. \bar{X}_1 and \bar{X}_{37} | | |
| 37. \bar{X}_1 and \bar{X}_{38} | | |
| 38. \bar{X}_1 and \bar{X}_{39} | | |
| 39. \bar{X}_1 and \bar{X}_{40} | | |
| 40. \bar{X}_1 and \bar{X}_{41} | | |
| 41. \bar{X}_1 and \bar{X}_{42} | | |
| 42. \bar{X}_1 and \bar{X}_{43} | | |
| 43. \bar{X}_1 and \bar{X}_{44} | | |
| 44. \bar{X}_1 and \bar{X}_{45} | | |
| 45. \bar{X}_1 and \bar{X}_{46} | | |
| 46. \bar{X}_1 and \bar{X}_{47} | | |
| 47. \bar{X}_1 and \bar{X}_{48} | | |
| 48. \bar{X}_1 and \bar{X}_{49} | | |
| 49. \bar{X}_1 and \bar{X}_{50} | | |
| 50. \bar{X}_1 and \bar{X}_{51} | | |
| 51. \bar{X}_1 and \bar{X}_{52} | | |
| 52. \bar{X}_1 and \bar{X}_{53} | | |
| 53. \bar{X}_1 and \bar{X}_{54} | | |
| 54. \bar{X}_1 and \bar{X}_{55} | | |
| 55. \bar{X}_1 and \bar{X}_{56} | | |
| 56. \bar{X}_1 and \bar{X}_{57} | | |
| 57. \bar{X}_1 and \bar{X}_{58} | | |
| 58. \bar{X}_1 and \bar{X}_{59} | | |
| 59. \bar{X}_1 and \bar{X}_{60} | | |
| 60. \bar{X}_1 and \bar{X}_{61} | | |
| 61. \bar{X}_1 and \bar{X}_{62} | | |
| 62. \bar{X}_1 and \bar{X}_{63} | | |
| 63. \bar{X}_1 and \bar{X}_{64} | | |
| 64. \bar{X}_1 and \bar{X}_{65} | | |
| 65. \bar{X}_1 and \bar{X}_{66} | | |
| 66. \bar{X}_1 and \bar{X}_{67} | | |
| 67. \bar{X}_1 and \bar{X}_{68} | | |
| 68. \bar{X}_1 and \bar{X}_{69} | | |
| 69. \bar{X}_1 and \bar{X}_{70} | | |
| 70. \bar{X}_1 and \bar{X}_{71} | | |
| 71. \bar{X}_1 and \bar{X}_{72} | | |
| 72. \bar{X}_1 and \bar{X}_{73} | | |
| 73. \bar{X}_1 and \bar{X}_{74} | | |
| 74. \bar{X}_1 and \bar{X}_{75} | | |
| 75. \bar{X}_1 and \bar{X}_{76} | | |
| 76. \bar{X}_1 and \bar{X}_{77} | | |
| 77. \bar{X}_1 and \bar{X}_{78} | | |
| 78. \bar{X}_1 and \bar{X}_{79} | | |
| 79. \bar{X}_1 and \bar{X}_{80} | | |
| 80. \bar{X}_1 and \bar{X}_{81} | | |
| 81. \bar{X}_1 and \bar{X}_{82} | | |
| 82. \bar{X}_1 and \bar{X}_{83} | | |
| 83. \bar{X}_1 and \bar{X}_{84} | | |

Note. The AM column represents the adjusted means ranging within five points obtained by dividing the mean in column M by the number of items on which the means were based. The number of respondents in each organization is represented by n.

- Organization Having Lowest Magnitudes Of Satisfaction
- Organization Having Highest Magnitudes Of Satisfaction

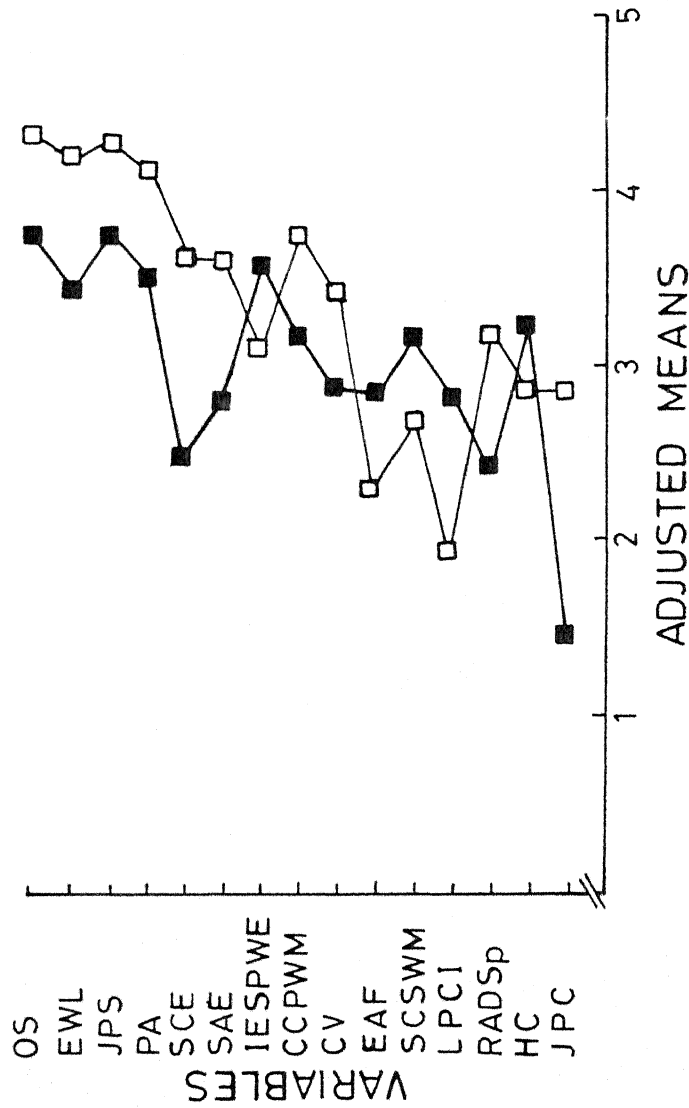


Figure 9. Mean differences on significant variables differentiating between organizations having lowest and highest magnitudes of satisfaction (refer to the list of abbreviations for meaning of the abbreviations on the vertical axis).

Stimulation in Present Work Environment, External Attribution in Failure, Self-centered and Spontaneous Work Model, LPC Index, and Harmony and Consistency were present in higher average magnitudes in O₃ (organization that was marked by the presence of highest magnitudes of satisfactions).

The Differences Between Organizations Having Lowest and Highest Magnitudes of Perceived Self-success

Question 61. How the organizations differ on an average along Perceived Self-success Index?

Another individual level criterion variable was Perceived Self-success Index which after one way analysis of variance ($F_{(12,297)} = 3.28$, $p < .01$; Table 69), and internal means comparison turned out to be lowest in O₁₀ (organization number 10) and highest in O₅ (organization number 5) on the average.

Question 62. What is the nature of covariation of means of the dimensions of Idealized Success between the organizations having lowest and highest magnitudes of Perceived Self-success Index?

A rank difference coefficient of correlation of seven types of Idealized Success between these two organizations, namely O₁₀ and O₅ turned out to be significant ($\rho = .93$, $p(5) = .01$), showing that pattern of hierarchical preference of idealized success did not vary as a function of Perceived Self-success Index between the two organizations.

Question 63. What are the mean differences on the "significant" variables as a function of organizations having lowest and highest magnitudes of Perceived Self-success Index?

Table 69

One Way Analysis of Variance Results Showing Mean Differences on Perceived Self-success Index Across the
Thirteen Organizations

| Organization no. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mean | 13.83 | 14.11 | 14.00 | 14.57 | 14.93 | 13.92 | 14.30 | 13.17 | 13.32 | 11.85 | 12.81 | 14.75 | 13.77 |
| SD | 2.24 | 2.70 | 2.55 | 2.64 | 1.87 | 2.34 | 1.98 | 2.87 | 1.99 | 1.91 | 2.20 | 2.22 | 2.27 |
| No. of respondents | 24 | 28 | 20 | 21 | 30 | 24 | 20 | 23 | 25 | 26 | 27 | 20 | 22 |

ANOVA summary table

| Source | SS | df | MS | P |
|---------|---------|-----|-------|--------|
| Between | 217.63 | 12 | 18.14 | 3.28** |
| Within | 1641.60 | 297 | 5.53 | |
| Total | 1859.22 | 309 | | |

** $p < .01$.

In order to take a look at all the variables in the study that differ in terms of averages across organizations having lowest and highest magnitudes of Perceived Self-success Index, namely O₁₀ and O₅ respectively, the univariate F-ratios were calculated with all the noncategorical variables as dependent measures across these two organizations. The results (Table 70, Figure 10) showed that the variables which showed significant mean differences across these two organizations were as follow.

"Own People" Success Archetype, Stimulating Present Social Environment, Concern for "Own People" in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment, Parental Socio-economic Status, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Rajas Negative Guna, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Superior Support, Harmony and Consistency, Conducive climate, Decentralization, Leader-Member Exchange, Organizational Effectiveness, Financial Status, Conventional Criterion of Success, Global Satisfaction, Job Satisfaction, and Off-the-Job Satisfaction. It may be pointed out that out of the significant variables mentioned above, the variables, namely Financial Status, Conventional Criterion of Success, and all the three Satisfaction indexes posed special problems regarding the obtainment of "adjusted" means that have been used in Figure 10. The special problems posed by these variables, and the solutions that were made had already been reported while answering the

Results of the One Way Analysis of Variance Showing the Significant Mean Differences on Variables as a Function of Organizations Having Lowest and Highest Magnitudes of Perceived Self-success Index

| Variables | O10 Lowest on PSSI (<u>n</u> = 26) | | | O5 Highest on PSSI (<u>n</u> = 30) | | | <u>F</u> (1, 54) |
|-----------|--|-----------|-----------|--|-----------|-----------|------------------|
| | <u>M</u> | <u>AM</u> | <u>SD</u> | <u>M</u> | <u>AM</u> | <u>SD</u> | |
| OPSA | 6.08 | 2.03 | 2.64 | 8.03 | 2.68 | 3.26 | 5.96* |
| SPSE | 21.65 | 3.09 | 3.80 | 24.63 | 3.52 | 4.17 | 7.70** |
| COPPWE | 5.08 | 2.54 | 2.26 | 6.33 | 3.17 | 1.81 | 5.34** |
| AIRPWE | 7.46 | 2.49 | 2.64 | 9.47 | 3.16 | 2.81 | 7.49** |
| PSES | 9.00 | 3.00 | 3.49 | 6.30 | 2.10 | 3.49 | 8.35** |
| VCACB | 15.85 | 3.96 | 2.98 | 17.93 | 4.48 | 1.98 | 9.77** |
| VJBWPE | 11.27 | 3.76 | 2.66 | 12.77 | 4.26 | 1.98 | 5.81* |
| RNG | 5.19 | 2.60 | 1.58 | 4.10 | 2.05 | 1.67 | 6.29* |
| NCTSp | 5.35 | 2.68 | 1.65 | 6.27 | 3.14 | 1.74 | 4.09* |
| OCOEDSp | 5.69 | 2.85 | 2.02 | 6.77 | 3.39 | 1.17 | 6.16* |
| SS | 21.15 | 2.64 | 6.72 | 26.27 | 3.28 | 6.10 | 8.91** |
| HC | 5.27 | 2.64 | 1.73 | 6.87 | 3.44 | 1.63 | 12.58** |
| CCL | 18.58 | 2.32 | 5.99 | 26.60 | 3.33 | 4.46 | 32.95** |
| D | 4.46 | 2.23 | 1.98 | 5.73 | 2.87 | 1.87 | 6.07* |
| LMX | 11.04 | 2.76 | 3.84 | 13.10 | 3.28 | 2.47 | 5.86* |
| OE | 9.23 | 2.31 | 2.39 | 13.93 | 3.48 | 2.41 | 53.57** |
| FS | 37832.31 | 3.74 | 5903.64 | 50525.13 | 5.00 | 22592.72 | 7.73** |
| CCS | 926.35 | 3.82 | 143.47 | 1213.10 | 5.00 | 483.49 | 8.48** |
| GS | 154.85 | 2.89 | 29.77 | 177.30 | 3.30 | 33.17 | 7.01* |
| JS | 66.50 | 2.81 | 17.90 | 79.63 | 3.36 | 17.90 | 7.50** |
| OJS | 88.35 | 2.98 | 15.93 | 97.67 | 3.29 | 18.25 | 4.08* |

* $p < .05$. ** $p < .01$.

Note. The AM column represents the adjusted means ranging within five points obtained by dividing the mean in column M by the number of items on which the means were based. The number of respondents in each organization is represented by n.

□ Organization Having Lowest Magnitudes Of Perceived Self-success Index
 ■ Organization Having Highest Magnitudes Of Perceived Self-success Index

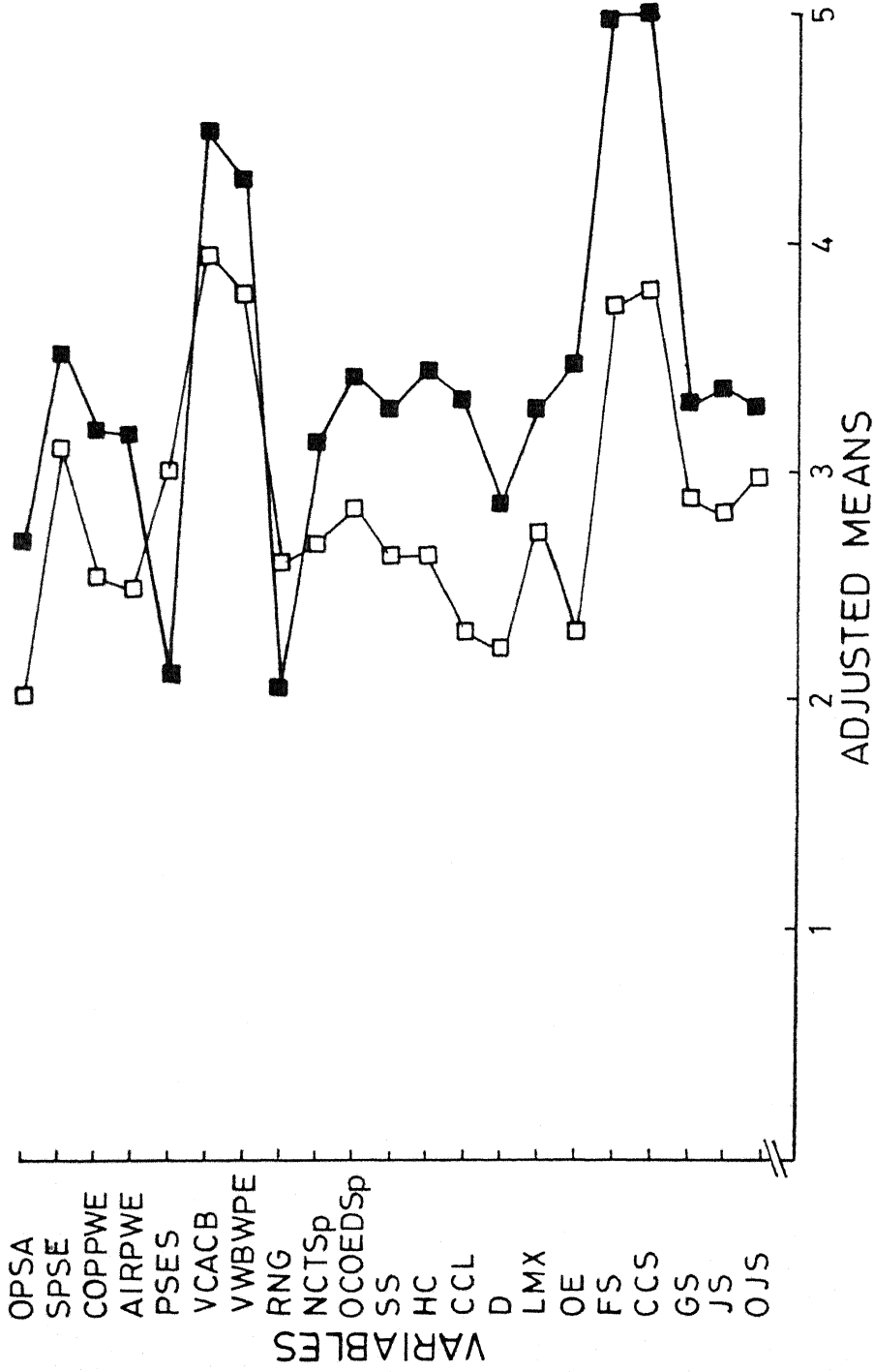


Figure 10. Mean differences on significant variables differentiating between organizations having lowest and highest magnitudes of perceived self-success index (refer to the list of abbreviations for meaning of abbreviation on the vertical axis).

question number 57. In this case also, the problems related to these variables had been solved in the similar way as it had been done earlier (refer to details of the results of question number 57).

Further, it may be noted that out of all of the significant variables mentioned above, all except two variables, namely Rajas Negative Guna and Parental Socio-economic Status were present in higher magnitudes in O₅ (the organization which was identified as having the highest magnitude of Perceived Self-success Index).

A marked result was that the pattern of hierarchical preference for the seven Idealized Success types was similar in "lower and higher" organizations in terms of criteria such as Organizational Effectiveness, the three types of Satisfaction, and Perceived Self-success Index. So whether the organization was more or less effective, marked by more or less satisfaction, or characterized by more or less perceived self-success, the hierarchical pattern of preferences for seven idealized success types appeared to be markedly consistent.

What the Executives Want Most in Life: The Pattern of Hierarchical Preferences for the Idealized Success Types

Considering the overall sample encompassing thirteen organizations and 310 respondents, it was considered worthwhile to see what was the pattern of hierarchical preference for the seven Idealized Success types. A one way (within group type) analysis of variance (Table 71) was calculated for the seven means corresponding to the Idealized Success types which turned

Table 71

One Way Analysis of Variance Results Showing Mean Differences
Among Seven Dimensions of Idealized Success

| | | | | | | | |
|------------|----|------|-----|----|----|-----|----|
| Factors of | | | | | | | |
| Idealized | OS | OPSA | EWL | CL | LP | JPS | PA |
| Success | | | | | | | |

| | | | | | | | |
|-----------|-------|------|-------|-------|------|-------|-------|
| Mean | 16.93 | 7.24 | 15.88 | 11.20 | 7.75 | 12.17 | 15.72 |
| <u>SD</u> | 2.65 | 3.11 | 2.78 | 2.78 | 1.62 | 2.16 | 2.92 |

ANOVA summary table

| Source | <u>SS</u> | <u>df</u> | <u>MS</u> | <u>F</u> |
|--------------------------|-----------|-----------|-----------|----------|
| Between people | 5725.1 | 309 | 18.53 | |
| Within people | 38096.92 | 1860 | 20.48 | |
| Between success types | 28952.00 | 6 | 4825.33 | 978.77** |
| Residual | 9144.92 | 1854 | 4.93 | |
| Total | 43822.02 | 2169 | | |

** $p < .01$.

out to be significant ($F_{(6,1854)} = 978.77, p < .01$). The means could be arranged in a hierarchical order (from higher to lower) in the order of Omnibus Success ($\bar{M} = 16.93$), Excellent Work Life ($\bar{M} = 15.88$), Patriotism and Altruism ($\bar{M} = 15.72$), Job Prestige and Stability ($\bar{M} = 12.17$), Comfortable Living ($\bar{M} = 11.20$), Leadership and Power ($\bar{M} = 7.75$), and "Own People" Success Archetype ($\bar{M} = 7.24$). The internal mean comparison showed that each mean hierarchically lower was significantly different from the hierarchically immediately upper one except that the means of Excellent Work Life, and Patriotism and Altruism were not significantly different. Thus the above mentioned order could be thought of as representing a hierarchy of preference for Idealized Success types in the sample with the modification that the second and third success types (Excellent Work Life, and Patriotism and Altruism) would rank second only (the means not being significantly different) thereby giving rise to a six step hierarchy arising out of the seven Idealized Success types.

Attempting to Test the Conceptual Scheme

It was mentioned early in the result section that owing to the constraints, a thorough testing of model that would incorporate all of the eighty two variables (other than categorical and derived variables) would be beyond feasibility. However, a modest attempt would be made in this section to formulate the conceptual scheme in such a way that each sector would be treated as one variable separately and then the bivariate covariations among the five sectors, namely sector a, b, c, d, and e would be decomposed on the lines of path analytic

procedure. At this point, sector f was excluded from analytical scheme because sector f comprised variables that were based on scores derived from the construct of Idealized Success which was a part of sector b (Figure 1).

All the dimensions of variables (except categorical and derived variables) pertaining to a sector were forced into a single factor and the factor score for that sector was generated. Thus five composite factor scores were generated pertaining to five sectors (Appendix C). Path coefficients were calculated for each of the sectors as the dependent measure separately. Tables 72, 73, 74, 75 and 76 show the path coefficients and correlation coefficients with Sectors e, d, b, c, and a respectively as the dependent measure. Values in parentheses (in tables) are path coefficients, the values outside parentheses are bivariate correlation coefficients. Values underlined within parentheses are the direct effects of a Sector.

Table 72 with Sector e as dependent variable showed that the Sector b had the greatest direct effect on Sector e. The next greatest direct effect however, was that of Organizational Level Outcome (Sector d). The Organizational Related Variables (Sector c) seem to have a greater indirect effect through Sector d than the direct effect. Additionally, a multiple correlation coefficient (R) was calculated with Sector e as dependent and the Sectors a, b, c, and d as the multiple correlates. The R^2 turned out to be .20, meaning that 20 per cent of variance in Sector e was shared (or predicted by in a specific sense) with sectors a, b, c, and d.

Table 72

Showing Possible Combinations of Path Coefficients with Sector e
as the Dependent Measure in a Recursive Model

| Sectors | a | b | c | d | e (dependent) |
|---------|-------------------------|------------------------|------------------------|------------------------|------------------|
| a | 1 (<u>-.05141</u>) | .23098 (.06603) | .10797 (.00923) | .07038 (.01527) | .03912 |
| b | .23098 (-.01188) | 1 (<u>.28589</u>) | .34103 (.02916) | .22544 (.04890) | .35207 |
| c | .10797 (-.00555) | .34103 (.09750) | 1 (<u>.08550</u>) | .72296 (.15681) | .33426 |
| d | .07038 (-.00362) | .22544 (.06445) | .72296 (.06181) | 1 (<u>.21690</u>) | .33955 |
| e | .03912 | .35207 | .33426 | .33955 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 73

Showing Possible Combinations of Path Coefficients with Sector d
as the Dependent Measure in a Recursive Model

| Sectors | a | b | c | e | d (dependent) |
|---------|--------------------|---------------------|--------------------|--------------------|------------------|
| a | 1 (.00335) | .23098 (-.01352) | .10797 (.07564) | .03912 (.00492) | .07038 |
| b | .23098 (.00077) | 1 (-.05854) | .34103 (.23889) | .35207 (.04432) | .22544 |
| c | .10797 (.00036) | .34103 (-.01996) | 1 (.70048) | .33426 (.04208) | .72296 |
| e | .03912 (.00013) | .35207 (-.02061) | .33426 (.23414) | 1 (.12589) | .33955 |
| d | .07038 | .22544 | .72296 | .33955 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 75

Showing Possible Combinations of Path Coefficients with Sector c
as the Dependent Measure in a Recursive Model

| Sectors | a | b | d | e | c (dependent) |
|---------|--------------------|--------------------|--------------------|--------------------|------------------|
| a | 1 (.02005) | .23098 (.03911) | .07038 (.04697) | .03912 (.00185) | .10797 |
| b | .23098 (.00463) | 1 (.16931) | .22544 (.15044) | .35207 (.01664) | .34103 |
| d | .07038 (.00141) | .22544 (.03817) | 1 (.66733) | .33955 (.01605) | .72296 |
| e | .03912 (.00078) | .35207 (.05961) | .33955 (.22659) | 1 (.04727) | .33426 |
| c | .10797 | .34103 | .72296 | .33426 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 76

Showing Possible Combinations of Path Coefficients with Sector a
as the Dependent Measure in a Recursive Model

| Sectors | b | c | d | e | a (dependent) |
|---------|--------------------|--------------------|--------------------|---------------------|------------------|
| b | 1 (.23621) | .34103 (.01459) | .22544 (.00153) | .35207 (-.02135) | .23098 |
| c | .34103 (.08056) | 1 (.04277) | .72296 (.00492) | .33426 (-.02027) | .10797 |
| d | .22544 (.05325) | .72296 (.03092) | 1 (.00680) | .33955 (-.02059) | .07038 |
| e | .35207 (.08316) | .33426 (.01430) | .33955 (.00231) | 1 (-.06065) | .03912 |
| a | .23098 | .10797 | .07038 | .03912 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 73 showed that for Organizational Level Outcome (Sector d) that is, Organizational effectiveness, the greatest direct effect was that coming from Organization Related Variables (Sector c). This of course was understandable and according to expectation. Next strongest direct effect, though of not very high magnitude, was that of Person Level Outcomes (Sector e). Another worth noting results were that reasonably strong indirect effects of Sectors b and e (.24 and .23 respectively) seemed to be coming through Organization Related Variables (Sector c) on to Organization Level Outcome (Sector d). Further, a multiple correlation coefficient (\underline{R}) was calculated with Sector d as dependent and Sectors a, b, c, and e as the multiple correlates. The \underline{R}^2 turned out to be .54.

Table 74 presents results of path analysis with Person Related Variables (Sector b) as dependent variable. The strongest direct effect was that of Sector c. Next strongest direct effect came from Sector e. The third strongest direct effect came from Sector a, that is, Person's Environment. A multiple correlation coefficient (\underline{R}) was calculated with Sector b as dependent and the Sectors a, c, d, and e as the multiple correlates. The \underline{R}^2 turned out to be .22.

Table 75 showed the results of path analysis with Sector c as dependent variable. It appeared that the greatest direct effect on Sector c came from Sector d. Next strongest direct effect was that coming from Sector b. The \underline{R}^2 turned out to be .56, meaning that 56 per cent of variance in Sector c was shared (or predicted by in a specific sense) with Sectors a, b, d, and e.

Table 76 has been presented just in order to complete the set of dependent variables in the five variable path analytic explorations. According to the model, treating the Person's Environment as the dependent variable does not make much sense. Nevertheless, going strictly by the coefficients, one may assume a hint of bidirectional causality between the Sectors a and b. The R^2 turned out to be .06.

The above described path analytic explorations, as mentioned earlier, were based on composite forced factor scores comprising the five sectors. Once the dimensions of various scales of questionnaires pertaining to the various sectors had been delineated, they should not ideally have been merged together. However, due to non-availability of the adequate facility for a complete and non-recursive model analysis, this had to be done the way it was done. It is acknowledged that this analysis was a modest attempt to visualize just the indicative relationship and not much inference can be based on such incomplete modelling, especially in terms of the great variety of the underlying dimensions of the major constructs incorporated in the study.

The "Interaction Effects" on Person Level Outcomes

Additionally, a hierarchical stepwise regression analysis was done to see whether there were any "interaction effects" on Person Level Outcomes. The multiple regression equation was constructed with the composite score of Person Level Outcomes (Sector e) as the criterion that would take the following form.

$$E = a + b_1A + b_2B + b_3C + b_4AB + b_5AC + b_6BC + b_7ABC$$

The alphabets A, B, C, and E in the equation represent the

composite scores of Sectors a, b, c, and e respectively. The variables were entered in a hierarchical stepwise fashion. That is a, b, and c were entered at step number one; ab, ac, and bc interaction terms were entered at step number two; and abc interaction term was entered last. Within a step, the order was decided by the computer and finally the variables were picked up in the order shown in the above mentioned regression equation. The regression analysis results (Table 77) showed that the main effects of b and c were significant. According to the respective beta weights, the order of importance of the variables would be Person Related Variables (Sector b), and Organization Related Variables (Sector c). The bc interaction term was also significant. This showed that the Person Related Variables and Organization Related Variables could have main as well as interaction effects, in an additive type model, on Person Level Outcomes. However, two features of the regression equation were noteworthy. Firstly, the "prediction" did not really become better by addition of the interaction terms as reflected by the adjusted R^2 values at the three steps that remained to be 0.17 throughout. Secondly, both the sectors b and c seemed to have main as well as the interactive effects. In terms of interpretation, the main effects are usually treated as having less significance whenever the interaction effects involving the same factors turn out to be significant. In essence then it appeared that when it causes to "determination" of the person level outcomes, the person related variables and the organization related variables may have an interactive "effect" insofar as the forced factors may be treated as representing the contents of the

Table 77

Results of Hierarchical Stepwise Multiple Regression Analysis with Person Level Outcomes as Criterion and Person's Environment, Person Related Variables, Organization Related Variables, and their Interactions as Predictors

| Variables | <u>r</u> | Beta | <u>R</u> | <u>R</u> ² | Adjusted <u>R</u> ² | <u>b</u> | Std.error of <u>b</u> | <u>F</u> (3,306) |
|----------------------|-----------|------|-----------|-----------------------|--------------------------------|----------|-----------------------|---------------------|
| At step no. 1 | | | | | | | | |
| A | .04 | -.05 | | | | -.04 | .05 | 0.96 ^{ns} |
| B | .35 | .28 | | | | .23 | .05 | 24.34 ^{**} |
| C | .33 | .24 | .42 | .18 | .17 | .21 | .05 | 19.59 ^{**} |
| Constant | | | | | | .00 | | |
| At step no. 2 | | | | | | | | <u>F</u> (6,303) |
| A | .04 | -.04 | | | | -.04 | .05 | 0.57 ^{ns} |
| B | .35 | .27 | | | | .22 | .05 | 22.52 ^{**} |
| C | .33 | .22 | | | | .19 | .05 | 14.45 ^{**} |
| AB | -.03 | -.02 | | | | -.01 | .05 | 0.09 ^{ns} |
| AC | -.04 | .01 | | | | .00 | .06 | 0.01 ^{ns} |
| BC | .19 | .09 | .43 | .18 | .17 | .07 | .05 | 2.14 [*] |
| Constant | | | | | | -.02 | | |
| At step no. 3 | | | | | | | | <u>F</u> (7,302) |
| A | .04 | -.05 | | | | -.04 | .05 | 0.74 ^{ns} |
| B | .35 | .27 | | | | .22 | .05 | 21.54 ^{**} |
| C | .33 | .22 | | | | .19 | .05 | 12.69 ^{**} |
| AB | -.03 | -.02 | | | | -.02 | .05 | 0.14 ^{ns} |
| AC | -.04 | -.00 | | | | -.00 | .06 | 0.00 ^{ns} |
| BC | .19 | .09 | | | | .07 | .05 | 2.28 [*] |
| ABC | .11 | .03 | .43 | .19 | .17 | .02 | .04 | 0.19 ^{ns} |
| Constant | | | | | | -.02 | | |
| ----- | | | | | | | | |
| ANOVA for regression | | | | | | | | |
| ----- | | | | | | | | |
| Source | <u>SS</u> | | <u>df</u> | | <u>MS</u> | | <u>F</u> | |
| ----- | | | | | | | | |
| At step no. 1 | | | | | | | | |
| ----- | | | | | | | | |
| Regression | 34.19 | | 3 | | 11.40 | | 22.15 ^{**} | |
| Residual | 157.41 | | 306 | | 0.51 | | | |
| At step no. 2 | | | | | | | | |
| ----- | | | | | | | | |
| Regression | 35.41 | | 6 | | 5.90 | | 11.45 ^{**} | |
| Residual | 156.20 | | 303 | | 0.52 | | | |
| At step no. 3 | | | | | | | | |
| ----- | | | | | | | | |
| Regression | 35.50 | | 7 | | 5.07 | | 9.81 ^{**} | |
| Residual | 156.10 | | 302 | | 0.52 | | | |

ns = not significant at $p < .05$. * $p < .05$. ** $p < .01$.

various sectors included in the aforementioned regression equation. The result was on the expected lines because the person level outcomes may indeed be treated as an outcome of the "joint" effects of both the person level as well as the organization level characteristics.

The "Interaction Effects" on Organization Level Outcome

Further, a hierarchical stepwise regression analysis was done to see whether there were any "interaction effects" on Organization Level Outcome, that is Organizational Effectiveness. The multiple regression equation was constructed with the composite score of Organization Level Outcome (Sector d) as the criterion that would take the following form.

$$D = a + b_1A + b_2B + b_3C + b_4AB + b_5AC + b_6BC + b_7ABC$$

The alphabets A, B, C, and D in the equation represent the composite scores of sectors a, b, c, and d respectively. The variables were entered in a hierarchical stepwise fashion. That is a, b, c were entered at step number one; ab, ac, and bc interaction terms were entered at step number two; and abc interaction term was entered at step number three. Within a step, the order of variables was decided by the computer. The variables were picked up by the computer in the order shown in the above mentioned regression equation. The regression analysis results (Table 78) showed that main effect of c, and the interaction effect of ac were significant.

The results indicated that organization level outcome could be thought to be significantly "influenced" by the organization related variables which was as expected. However, the unexpected

Table 78

Results of Hierarchical Stepwise Multiple Regression Analysis with Organization Level Outcome as Criterion and Person's Environment, Person Related Variables, Organization Related Variables, and their Interactions as Predictors

| Variables | <u>r</u> | Beta | <u>R</u> | <u>R</u> ² | Adjusted <u>R</u> ² | <u>b</u> | Std.error of <u>b</u> | <u>F</u> (3,306) |
|----------------------|----------|------|-----------|-----------------------|--------------------------------|-----------|-----------------------|----------------------|
| At step no. 1 | | | | | | | | |
| A | .07 | -.00 | | | | -.01 | .14 | 0.01 ^{ns} |
| B | .23 | -.02 | | | | -.07 | .14 | 0.29 ^{ns} |
| C | .72 | .73 | .72 | .52 | .52 | 2.45 | .14 | 302.92 ^{**} |
| Constant | | | | | | 13.40 | | |
| At step no. 2 | | | | | | | | |
| A | .07 | -.01 | | | | -.04 | .14 | 0.08 ^{ns} |
| B | .23 | -.02 | | | | -.06 | .14 | 0.18 ^{ns} |
| C | .72 | .76 | | | | 2.53 | .15 | 292.82 ^{**} |
| AB | -.03 | -.04 | | | | -.12 | .14 | 0.80 ^{ns} |
| AC | -.01 | .14 | | | | .48 | .17 | 8.36 ^{**} |
| BC | .22 | -.02 | .73 | .54 | .53 | -.05 | .13 | 0.14 ^{ns} |
| Constant | | | | | | 13.40 | | |
| At step no. 3 | | | | | | | | |
| A | .07 | -.01 | | | | -.02 | .15 | 0.02 ^{ns} |
| B | .23 | -.02 | | | | -.05 | .14 | 0.14 ^{ns} |
| C | .72 | .76 | | | | 2.55 | .15 | 276.18 ^{**} |
| AB | -.03 | -.04 | | | | -.11 | .14 | 0.68 ^{ns} |
| AC | -.01 | .14 | | | | .50 | .18 | 8.12 ^{**} |
| BC | .22 | -.02 | | | | -.06 | .14 | 0.18 ^{ns} |
| ABC | .17 | -.02 | .73 | .54 | .53 | -.04 | .11 | 0.12 ^{ns} |
| Constant | | | | | | 13.40 | | |
| ANOVA for regression | | | | | | | | |
| Source | | | <u>SS</u> | <u>df</u> | | <u>MS</u> | | <u>F</u> |
| At step no. 1 | | | | | | | | |
| Regression | | | 1501.87 | 3 | | 500.62 | | 111.92 ^{**} |
| Residual | | | 1368.73 | 306 | | 4.47 | | |
| At step no. 2 | | | | | | | | |
| Regression | | | 1540.74 | 6 | | 256.79 | | 58.51 ^{**} |
| Residual | | | 1329.85 | 303 | | 4.39 | | |
| At step no. 3 | | | | | | | | |
| Regression | | | 1541.29 | 7 | | 220.18 | | 50.02 ^{**} |
| Residual | | | 1329.31 | 302 | | 4.40 | | |

ns = not significant at $p < .05$. * $p < .05$. ** $p < .01$.

finding was that the person's environment, rather than the person related variables as such, interacted with the organization related variables to "affect" the organization level outcomes. Probably this was due to the inclusion of present social and present work environments in the sector a which interacted with the variables like the organizational climate and leader-member exchange relationships that constituted the sector c. However the idea would require further testing. In essence then, the organization level outcome seemed to be associated with or "affected" by the organization related variables as well as the interaction of the person's environment with the organization related variables. It may however be pointed out that the addition of the interaction terms in the additive model did not really increase the "predictive" power of the regression equation as evidenced by the constant nature of the adjusted R^2 across all the three steps.

The Second Order Factor Analysis Results

It may be debatable whether or not to go in for the so-called higher order factor analysis, which utilizes the first order or lower order factors as input data, especially in a survey research using variables of psychological nature. Nevertheless, some scholars (e.g., Guilford, 1975; Kerlinger, 1978; Nunnally, 1981) argue in favor of at least a second order factor analysis, if not higher than that, which may be beneficial in two ways particularly when theoretically the factors are arrived at through oblique rotation. First, it may substantially reduce the number of primary factors into further unified

categories and this make handling of data easier. Secondly, it may provide some insight into the "factors behind the factors" and thus add to the reasoning as to why the primary factors appeared the way they did. All the same, in field research data the interpretation of higher order factors may become much more difficult than the interpretation of the primary factors.

A second order factor analysis (principal factoring with iteration and oblique rotation) was made taking all the relevant primary factors and variables excluding the categorical and derived variables. Eighty first order factors and two variables Factor E, and I of 16 PF yielded twenty two (Appendix D) second order factors (SFs) out of which twelve SFs were retained commensurate with the stand taken in the first order factor analysis described earlier. The description of second order factors follows.

Factor I. This factor was composed of four "primary" factors. The first one (Philanthropic and Sentient or PS) and the second one (Creative and Witty or CW) belonged to the characteristics of self-actualizers questionnaire. The third "primary" factor (Work Ethic or WE) belonged to work ethic questionnaire, and the fourth one (Self-confidence or SC) belonged to self-esteem questionnaire. This second order factor was named as Confident Hardworking Self-actualizer or SF1: CHSA.

Factor II. This factor was composed of three "primary" factors. The first one (Omnibus Diplomacy Directed toward Superiors or ODDSp) belonged to behavioral strategies directed toward superiors questionnaire; the second one (Threat, Pseudo-

belonged to behavioral strategies directed toward coworkers questionnaire; and the third one (Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates or TPEDSb) belonged to behavioral strategies directed toward subordinates questionnaire. This factor was named Manipulative Behavioral Strategies or SF2: MBS.

Factor III. This factor was composed of three "primary" factors. The first one (Superior Support or SS), and the second one (Conducive Climate or CCL) belonged to climate questionnaire; and the third one (Organizational Effectiveness or OE) belonged to organizational effectiveness questionnaire. All of these "primary" factors could be thought of as representing the desirable characteristics of organization. Therefore, this second order factor was named as Desirable Characteristics of Organization or SF3: DCO.

Factor IV. This factor was composed of three "primary" factors. The first one (Stimulating Childhood Environment or SCE) belonged to childhood environment questionnaire; the second one (Stimulating Adolescence Environment or SAE), and the third one (Independence Emphasis in Adolescence Environment or IEAE) belonged to adolescence environment questionnaire. This second order factor was named as Stimulation and Independence in Early Environments or SF4: SIEE.

Factor V. This factor was composed of two "primary" factors. The first one (Excellent Work Life or EWL), and the other one (Job Prestige and Stability or JPS) belonged to idealized success questionnaire. This second order factor was

named as Desirable Job Success Archetype or SF5: DJSA.

Factor VI. This factor was composed of two "primary" factors. The first one (Concern for "Own People" in Present Social Environment or COPPSE) belonged to present social environment questionnaire; and the second one (Concern for "Own People" in Present Work Environment or COPPWE) belonged to present work environment questionnaire. This factor was named as "Own People" Concern in Present Environment or SF6: OPCPE.

Factor VII. This factor was composed of two "primary" factors. The first one (Noncontroversial and Tolerant toward Superiors or NCTSp) belonged to behavioral strategies directed toward superiors questionnaire; and the other one (Noncontroversial and Tolerant toward Coworkers or NCTC) belonged to behavioral strategies directed toward coworkers questionnaire. This second order factor was named as Noncontroversial and Tolerant Behavioral Strategies or SF7: NCTBS.

Factor VIII. This factor was composed of two "primary" factors. The first one (Job or Position Change or JPC); and the second one (Financial Status or FA) belonged to biographical information questionnaire. This factor was named as Job Mobility and Income or SF8: JMI.

Factor IX. This factor was composed of five "primary" factors belonging to Rokeach's values questionnaire. They were as follow. Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness or VCACB; Valuing A World of Beauty, A World at Peace, and Equality or VWBWPE; Valuing Forgiveness and Helpfulness or VFH; Valuing Inner Harmony and Happiness or VIHH; and Valuing Intellect, Independence, Imagination, and Logic or

VIIIL. This second order factor was named as Rokeach's Values or SF9: RV.

Factor X. This factor was composed of three "primary" factors. The first one (Stimulating Present Social Environment or SPSE) belonged to present social environment questionnaire; the second one (Independence Emphasis and Stimulation in Present Work Environment or IESPWE), and the third one (Achievement and Independence Reinforcing Present Work Environment or AIRPWE) belonged to present work environment questionnaire. It was named Stimulation and Autonomy in Present Environment or SF10: SAPE.

Factor XI. This factor was composed of two "primary" factors. The first one (Quality through Team Building or QTB), and the other one (Quality through Productivity Management or QPM) belonged to quality concern questionnaire. This factor was named as Team Building and Productivity Concern or SF11: TBPC.

Factor XII. This factor was composed of two "primary" factors. The first one (External Attribution in Failure or EAF), and the other one (Internal Attribution in Failure or IAF) belonged to attribution-in-failure questionnaire. This second order factor was named as Attribution-in-Failure or SF12: AF.

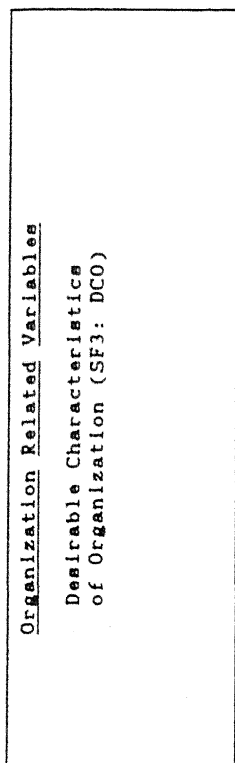
For statistical details such as correlations, means, standard deviations etc., refer to Appendix E. The second order factors (SFs) have been numbered from 94 to 105 corresponding to the SFs from SF1 to SF12 respectively in Appendix E.

Explorations with the Second Order Factors

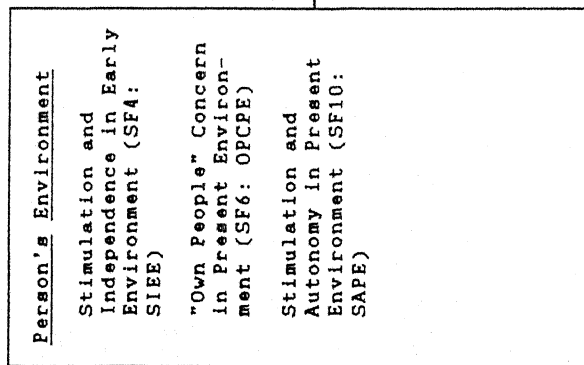
As stated above, eighty two variables were reduced to twenty two factors or variables upon second order factor analysis out of

which twelve second order factors were retained which have just been described. These twelve second order factors were organized in a conceptual scheme depicted in Figure 11 while attempting to match the place of SFs with the conceptual scheme presented in Figure 1, p. 25 that comprised primary factors and variables. Thus the second order factors were classified into four major sectors. That were sector a (Person's Environment), sector b (Person Related Variables), sector c (Organization Related Variables), and sector e (Person Level Outcome). The sector b (Person Related Variables) was further divided into three subsectors, namely b1 (Person's Values), b2 (Person's Characteristics), and b3 (Person's Behaviors). Decision regarding the placement of second order factors in a particular sector was on certain considerations. The first consideration was an attempt to place a second order factor in the sector constituted by first order factors, that gave rise to second order factors. Secondly, a situation could arise where majority of the first order factors constituting a second order factor belonged to a specific sector or subsector, but an occasional isolate from some other sector or subsector also get clubbed with that majority. In such cases the isolated first order factor was considered to be a part of the second order factor comprising the majority of first order factors from a sector or subsector. Thus the isolated first order factor might change its original sector and would now belong to the new sector to which the majority of components of a second order factor belonged. These considerations resulted in obliteration of a full sector 1 which got merged with certain first order factors comprising sector c. More specifically,

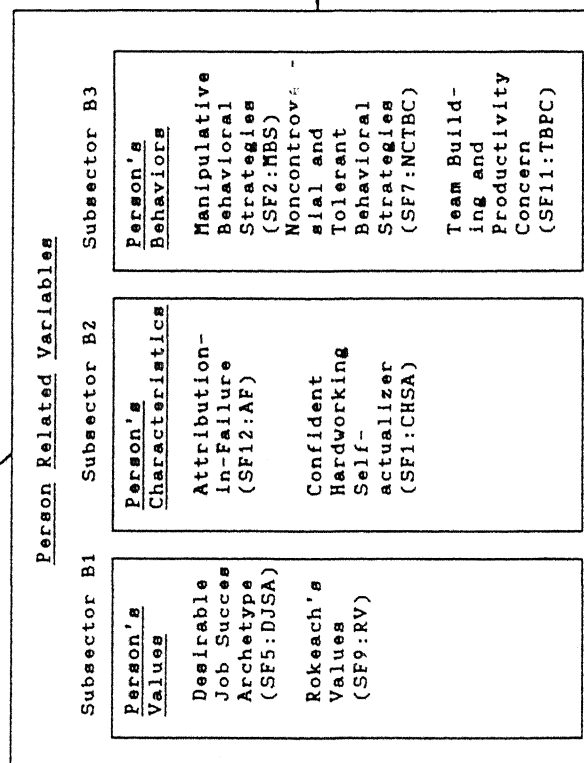
SECTOR C



SECTOR A



SECTOR B



SECTOR E

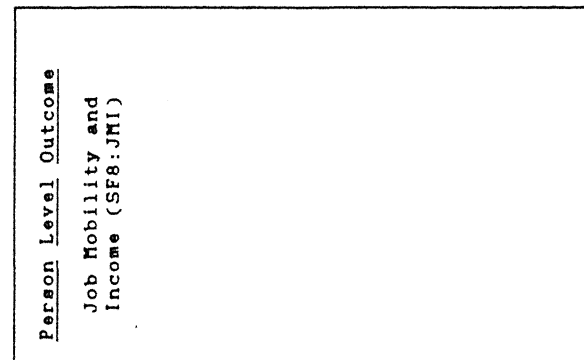


Figure 11. Reconceptualized scheme of relationships among sectors and variables based on "second order" factor analysis.

sector c comprising second order factor named as Desirable Characteristics of Organization or SF3: DCO incorporated two first order factors, namely Superior Support or SS, and Conducive Climate or CCL which were originally parts of sector c and a first order factor, namely Organizational Effectiveness or OE which was originally the part of sector d. Such a shift also took place in composition of second order factor named Confident Hardworking Self-actualizer or SF1: CHSA which incorporated a first order factor, namely Work Ethic or WE that was originally a part of subsector b1 but now belonged to subsector b2. Unfortunately, sector f that comprised satisfaction indexes could not be kept as a part of second order factor analysis because the satisfaction indexes were based on scores derived from Idealized Success. Hence, the conceptual scheme comprising second order factors was as depicted in Figure 11.

Question 64. What are the relationships between the second order dimensions of Person's Environment and Person Related Variables?

Table 79 presents results of canonical correlation analysis in which Left Hand Variable composed of variables of Person's Environment (sector a) was related to Right Hand Variate composed of Person Related Variables (sector b). Two CCs out of possible three turned out to be significant.

The first CC results showed that Left Hand Variate was related significantly to Right Hand Variate. Both the variates mutually shared 12 per cent variance. The first Left Hand Variate could be thought to be loaded positively with Stimulation

Table 79

Canonical Correlations Showing Relationships between the
Second Order Dimensions of Person's Environment and Person
Related Variables

| Variables | Set 1 ----- Loadings | Set 2 ----- Loadings |
|-------------------------|----------------------------|----------------------------|
| Left hand set ----- | | |
| SF4: SIEE | 0.75 | 0.28 |
| SF6: OPCPE | -0.00 | 0.98 |
| SF10: SAPE | 0.80 | 0.14 |
| Right hand set ----- | | |
| SF5: DJSA | 0.68 | 0.20 |
| SF9: RV | 0.62 | -0.27 |
| SF12: AF | -0.18 | -0.05 |
| SF1: CHSA | 0.54 | -0.07 |
| SF2: MBS | -0.11 | 0.89 |
| SF7: NCTBS | -0.17 | 0.46 |
| SF11: TBPC | 0.82 | 0.02 |
| ----- | ----- | ----- |
| R_c | 0.3439 | 0.2615 |
| R_c^2 | 0.1183 | 0.0684 |
| Chi-square | 67.39 | 29.06 |
| df | 21 | 12 |
| $p <$ | 0.01 | 0.01 |
| Variance <u>LHS</u> | 0.4040 | 0.3508 |
| <u>Rdx</u> <u>LHS</u> | 0.0478 | 0.0240 |
| Variance <u>RHS</u> | 0.2698 | 0.1601 |
| <u>Rdx</u> <u>RHS</u> | 0.0319 | 0.0110 |

and Independence in Early Environments, and Stimulation and Autonomy in Present Environment. This variate was related significantly to Right Hand Variate that was loaded positively with Desirable Job Success Archetype, Rokeach's Values, Confident Hardworking Self-actualizer, and Team Building and Productivity Concern of Person Related Variables.

The second CC results showed significant relationship between the two variates. Both the sets mutually sets 7 per cent variance. The second Left Hand Variate could be thought of as loaded positively with "Own People" Concern in Present Environment. This Left Hand Variate was related significantly to Right Hand Variate that was loaded positively with Manipulative Behavioral Strategies, and Noncontroversial and Tolerant Behavioral Strategies.

Question 65. What is the strength of association of second order Person Related Variables as the predictors and Job Mobility and Income as the criterion?

The multiple regression analysis (MRA) results with Job Mobility and Income (a Person Level Outcome factor) as criterion and Person Related Variables (sector b) as predictors showed ($F(7,302) = 4.51, p < 0.01$) that overall regression was significant. The 7 variables entered into regression equation explained 9.46 per cent variance (Adjusted $R^2 = .0736$) in the criterion variable. A shortlisted regression equation consisting of 3 predictor variables explaining 9 per cent variance (Adjusted $R^2 = 0.08$) was retained. Results based on these 3 predictors (Table 80) showed that overall regression was significant

Table 80

Multiple Regression Analysis Results Incorporating the Second Order Person Related Variables as the Predictors, and Job Mobility and Income as the Criterion

| Variables | <u>r</u> | <u>R</u> | <u>R</u> ² | Adjusted <u>R</u> ² | Beta | <u>b</u> | Std.error | <u>F</u> (1,306) |
|------------|----------|----------|-----------------------|--------------------------------|------|----------|-------------|------------------|
| | | | | | | | of <u>b</u> | |
| SF2: MBS | -.19 | .19 | .04 | .03 | -.23 | -484.66 | 118.22 | 16.81** |
| SF11: TBPC | .18 | .26 | .07 | .06 | .23 | 986.31 | 245.75 | 16.11** |
| SF9: RV | -.02 | .30 | .09 | .08 | -.15 | -449.04 | 174.02 | 6.66* |
| Constant | | | | | | 61396.21 | | |

ANOVA for regression

| Source | <u>SS</u> | <u>df</u> | <u>MS</u> | <u>F</u> | <u>p</u> |
|------------|-----------------|-----------|---------------|----------|----------|
| Regression | 13441677124.97 | 3 | 4480559041.66 | 9.94 | 0.01 |
| Residual | 137916225508.00 | 306 | 450706619.31 | | |

* $p < 0.05$. ** $p < 0.01$.

($E(3,306) = 9.94, p < 0.01$). All the variables were individually significant predictors. Out of significant predictors, Manipulative Behavioral Strategies, and Rokeach's Values were the negative predictors of Job Mobility and Income. Team Building and Productivity Concern was the positive predictor.

Question 66. What are the relationships between the second order dimensions of Person's Environment and Person's Values?

Table 81 presents results of CC in which Left Hand Variate composed of variables of Person's Environment (sector a) was related to Right Hand Variate of variables of Person's Values (subsector b1). One CC out of possible two turned out to be significant.

The CC results showed that Left Hand Variate was related significantly to Right Hand Variate and shared 7 per cent variance. The Left Hand Variate could be thought to be loaded positively with Stimulation and Independence in Early Environments, and Stimulation and Autonomy in Present Environment. This variate was related significantly to Right Hand Variate that was loaded positively with Desirable Job Success Archetype, and Rokeach's Values.

Question 67. What are the relationships between the second order dimensions of Person's Values and Person's Characteristics?

Table 82 presents results of CC in which Left Hand Variate composed of factors of Person's Values (subsector b1) was related to Right Hand Variate composed of factors of Person's Characteristics (subsector b2). One CC out of possible two turned out to be significant.

Table 81

Canonical Correlation Showing Relationships between the
Second Order Dimensions of Person's Environment and
Person's Values

| Variables | Set 1 ----- Loadings |
|-----------------------------------|----------------------------|
| Left hand set ----- | |
| SF4: SIEE | 0.98 |
| SF6: OPCPE | -0.08 |
| SF10: SAPE | 0.74 |
| Right hand set ----- | |
| SF5: DJSA | 0.99 |
| SF9: RV | 0.94 |
| ----- | |
| <u>R_c</u> | 0.2699 |
| <u>R_c</u> ² | 0.0729 |
| Chi-square | 27.17 |
| <u>df</u> | 6 |
| <u>p</u> < | 0.01 |
| Variance <u>LHS</u> | 0.5048 |
| <u>Rdx</u> <u>LHS</u> | 0.0368 |
| Variance <u>RHS</u> | 0.9377 |
| <u>Rdx</u> <u>RHS</u> | 0.0683 |

Table 82

Canonical Correlation Showing Relationships between the
Second Order Dimensions of Person's Values and Person's
Characteristics

| Variables | Set 1 ----- Loadings |
|-----------------------------------|----------------------------|
| <hr/> | |
| Left hand set ----- | |
| SF5: DJSA | -0.55 |
| SF9: RV | -0.98 |
| Right hand set ----- | |
| SF12: AF | 0.09 |
| SF1: CHSA | -0.99 |
| ----- | |
| <u>R_c</u> | 0.4384 |
| <u>R_c</u> ² | 0.1922 |
| Chi-square | 66.30 |
| <u>df</u> | 4 |
| <u>p</u> < | 0.01 |
| Variance <u>LHS</u> | 0.6277 |
| <u>Rdx</u> <u>LHS</u> | 0.1207 |
| Variance <u>RHS</u> | 0.4944 |
| <u>Rdx</u> <u>RHS</u> | 0.0950 |

The CC results showed significant relationship between the two sets of variables. Both the sets mutually shared 19 per cent variance. The Left Hand Variate could be thought of as being loaded negatively with Desirable Job Success Archetype, and Rokeach's Values. This variate was related significantly to Right Hand Variate that was loaded negatively with Confident Hardworking Self-actualizer.

Question 68. What are the relationships between the second order dimensions of Person's Characteristics and Person's Behaviors?

Table 83 presents results of CC in which Left Hand Variate composed of factors of Person's Characteristics (subsector b2) was related to Right Hand Variate composed of factors of Person's Behaviors (subsector b3). One CC out of possible two turned out to be significant.

The canonical correlation analysis results showed that both the variates mutually shared 16 per cent variance. The Left Hand Variate could be thought to be loaded positively with Confident Hardworking Self-actualizer. This variate was related significantly to Right Hand Variate that was loaded positively with Team Building and Productivity Concern.

Question 69. What are the relationships of the second order dimensions of Person's Values and Characteristics with the second order dimensions of Person's Behaviors?

Table 84 presents results of CC in which Left Hand Variate composed of factors of Person's Values and Characteristics (subsectors b1 and b2) was related to Right Hand Variate composed

Table 83

Canonical Correlation Showing Relationships between the
Second Order Dimensions of Person's Characteristics and
Person's Behaviors

| Variables | Set 1 ----- Loadings |
|----------------------------------|----------------------------|
| <hr/> | |
| Left hand set ----- | |
| SF12: AF | -0.11 |
| SF1: CHSA | 0.99 |
| Right hand set ----- | |
| SF2: MBS | -0.29 |
| SF7: NCTBS | 0.08 |
| SF11: TBPC | 0.92 |
| <hr/> | |
| <u>R_c</u> | 0.3966 |
| <u>R_c²</u> | 0.1573 |
| Chi-square | 56.33 |
| <u>df</u> | 6 |
| <u>p</u> < | 0.01 |
| Variance <u>LHS</u> | 0.4936 |
| <u>R_{dx}</u> <u>LHS</u> | 0.0776 |
| Variance <u>RHS</u> | 0.3105 |
| <u>R_{dx}</u> <u>RHS</u> | 0.0488 |

Table 84

Canonical Correlation Showing Relationships of the Second Order Dimensions of Person's Values and Characteristics with Person's Behaviors

| Variables | Set 1 |
|------------------------|-------------------|
| | ----- Loadings |
| <hr/> | |
| Left hand set | |
| ----- | |
| SF5: DJSA | 0.47 |
| SF9: RV | 0.81 |
| SF12: AF | -0.10 |
| SF1: CHSA | 0.75 |
| Right hand set | |
| ----- | |
| SF2: MBS | -0.42 |
| SF7: NCTBS | 0.08 |
| SF11: TBPC | 0.79 |
| <hr/> | |
| <u>Rc</u> ₂ | 0.4853 |
| <u>Rc</u> | 0.2356 |
| Chi-square | 92.10 |
| <u>df</u> | 12 |
| <u>p</u> < | 0.01 |
| Variance <u>LHS</u> | 0.3628 |
| <u>Rdx</u> <u>LHS</u> | 0.0855 |
| Variance <u>RHS</u> | 0.2699 |
| <u>Rdx</u> <u>RHS</u> | 0.0636 |
| <hr/> | |

of factors of Person's Behaviors (subsector b3). One CC out of possible three turned out to be significant.

The canonical correlation results showed significant relationships between the two variates. Both the variates mutually shared 24 per cent variance. The Left Hand Variate could be thought of as representing a situation that was marked by presence of factors such as Desirable Job Success Archetype, and Rokeach's Values of Person's Values; and Confident Hardworking Self-actualizer of Person's Characteristics. This variate was related significantly to Right Hand Variate that was marked by presence of Team Building and Productivity concern but lacked in terms of factor such as Manipulative Behavioral Strategies.

Question 70. What is the strength of association of second order variables of Person's Behaviors as the predictors and Job Mobility and Income as the criterion?

The MRA results with Job Mobility and Income (sector e) as criterion and variables of Person's Behaviors (subsector b3) as predictors showed ($F_{(3,306)} = 7.73, p < .01$) that overall regression was significant. The 3 variables entered into regression equation explained 7.05 per cent variance (Adjusted $R^2 = .0614$). A shortlisted regression equation consisting of 2 predictors explaining 7 per cent variance (Adjusted $R^2 = .06$) was retained. Results based on these 2 variables showed (Table 85) that overall regression was significant ($F_{(2,307)} = 11.37, p < .01$). Both of the variables were individually significant. Out of significant predictors, Manipulative Behavioral Strategies

Table 85

Multiple Regression Analysis Results Incorporating the Second Order Person's Behaviors as the Predictors, and Job Mobility and Income as the Criterion

| Variables | \underline{r} | \underline{R} | \underline{R}^2 | Adjusted \underline{R}^2 | Beta | \underline{b} | Std.error | \underline{F} (1,307) |
|------------|-----------------|-----------------|-------------------|----------------------------|------|-----------------|--------------------|-------------------------|
| | | | | | | | of \underline{b} | |
| SF2: MBS | -.19 | .19 | .04 | .03 | -.19 | -404.43 | 115.11 | 12.34** |
| SF11: TBPC | .18 | .26 | .07 | .06 | .18 | 770.34 | 233.17 | 10.91 |
| Constant | | | | | | 37824.62 | | |

| ANOVA for regression | | | | | |
|----------------------|------------------|------------------|------------------|-----------------|-----------------|
| Source | \underline{SS} | \underline{df} | \underline{MS} | \underline{F} | \underline{p} |
| Regression | 10440657207.87 | 2 | 5220328603.94 | 11.37 | 0.01 |
| Residual | 140917245425.10 | 307 | 459013828.75 | | |

** $\underline{p} < 0.01$.

was the negative predictor, and Team Building and Productivity Concern was the positive predictor of Job Mobility and Income.

Question 71 What is the strength of association of second order variables of Person's Environment, Person Related Variables, and Organization Related Variables as the predictors and Job Mobility and Income as the criterion?

The MRA results in which variables of Person's Environment (sector a), Person Related Variables (sector b), and Organization Related Variables (sector c) were the predictors and Job Mobility and Income (sector e) was the criterion showed ($F_{(11,298)} = 4.03$, $p < 0.01$) that overall regression was significant. The 11 variables entered into regression equation explained 12.96 per cent variance (Adjusted $R^2 = .0975$). A shortlisted regression equation consisting of 5 predictors explaining 12 per cent variance (Adjusted $R^2 = .10$) was retained. Results based on these 5 predictors (Table 86) showed that overall regression was significant ($F_{(5,304)} = 7.99$, $p < .01$). All the variables except "Own People" Concern in Present Environment were significant predictors. Out of significant predictors, Manipulative Behavioral Strategies, and Rokeach's Values were the negative predictors of Job Mobility and Income. Out of remaining positive predictors, the variables could be interpreted as having their respective strength of association in the following order; Team Building and Productivity Concern, and Stimulation and Autonomy in Present Environment.

In the following section, the relationship of Organization Related Variables (sector c) with Person Related Variables

Table 86

Multiple Regression Analysis Results Incorporating the Second Order Person's Environment, Person Related Variables, and Organization Related Variables as the Predictors, and Job Mobility and Income as the Criterion

| Variables | <u>r</u> | <u>R</u> | <u>R</u> ² | Adjusted <u>R</u> ² | Beta | <u>b</u> | Std.error | <u>F</u> (1,304) |
|------------|----------|----------|-----------------------|--------------------------------|------|----------|-------------|------------------|
| | | | | <u>R</u> ² | | | of <u>b</u> | |
| SF2: MBS | -.19 | .19 | .04 | .03 | -.21 | -433.87 | 119.76 | 13.13** |
| SF11: TBPC | .18 | .26 | .07 | .06 | .20 | 854.95 | 247.60 | 11.92** |
| SF9: RV | -.02 | .30 | .09 | .08 | -.17 | -484.75 | 172.34 | 7.91** |
| SF10: SAPE | .16 | .32 | .11 | .09 | .16 | 426.44 | 153.06 | 7.76ns |
| SF6: OPCPE | -.11 | .34 | .12 | .10 | -.11 | -636.57 | 327.80 | 3.77ns |
| Constant | | | | | | 5515.92 | | |

ANOVA for regression

| Source | <u>SS</u> | <u>df</u> | <u>MS</u> | <u>F</u> | <u>p</u> |
|------------|-----------------|-----------|---------------|----------|----------|
| Regression | 17588192239.18 | 5 | 3517638447.84 | 7.99 | 0.01 |
| Residual | 133769710393.79 | 304 | 440031942.08 | | |

ns = not significant at $p < 0.05$. ** $p < 0.01$.

(sector b) would be explored. There being only one variable in sector c that is, Desirable Characteristics of Organization, multiple regression analyses would be used. Although at present interest was to explore the relationship between sector c and sector b, and not to predict or to decipher the strength of association of sector c with sector b, MRA instead of canonical correlation would be used as MRA is a better analytical technique with singular criterion variable and it provides useful information other than the index of shared variances. The details follow.

Question 72. What is the strength of association of second order Person Related Variables as the predictors and Desirable Characteristics of Organization as the criterion?

The results of MRA with Desirable Characteristics of Organization (sector c) as criterion and Person Related Variables (sector b) as predictors showed ($F_{(7,302)} = 8.27, p < .01$) that overall regression was significant. The 7 variables entered into regression equation explained 16.08 per cent variance (Adjusted $R^2 = .1414$) in the criterion variable. A shortlisted regression equation consisting of 3 predictors explaining 16 per cent variance (Adjusted $R^2 = .15$) was retained. The results based on these 3 predictors (Table 87) showed that overall regression was significant ($F_{(3,306)} = 18.78, p < .01$). All the variables except Confident Hardworking Self-actualizer were individually significant and had positive beta weights which could be interpreted as having their respective strength of association in the following order; Team Building and Productivity Concern, and Desirable Job Success Archetype.

Table 87

Multiple Regression Analysis Results Incorporating the Second Order Person Related Variables as the Predictors, and Desirable Characteristics of Organization as the Criterion

| Variables | \bar{r} | \bar{R} | \bar{R}^2 | Adjusted \bar{R}^2 | Beta | \bar{b} | Std.error | \bar{F} (1,306) |
|---------------------|-----------|-----------|-------------|----------------------|------|-----------|-----------|-------------------|
| R ² of b | | | | | | | | |
| SF11: TBPC | .36 | .36 | .13 | .12 | .29 | .73 | .14 | 26.66** |
| SF5: DJSA | .20 | .38 | .14 | .14 | .12 | .35 | .16 | 4.45* |
| SF1: CHSA | .25 | .39 | .16 | .15 | .11 | .29 | .15 | 3.85ns |
| Constant | | | | | | 22.85 | | |

ANOVA for regression

| Source | SS | df | MS | \bar{F} | p |
|------------|----------|-----|---------|-----------|------|
| Regression | 8095.18 | 3 | 2698.39 | 18.78 | 0.01 |
| Residual | 43961.93 | 306 | 143.67 | | |

ns = not significant at $p < 0.05$. * $p < 0.05$. ** $p < 0.01$.

Question 73. What is the strength of association of second order variables of Person's Behaviors as the predictors and Desirable Characteristics of Organization as the criterion?

The MRA results with Desirable Characteristics of Organization (sector c) as criterion and variables of Person's Behaviors (subsector b3) as predictors showed that overall regression was significant ($F_{(3,306)} = 15.60, p < .01$). The three variables entered into regression equation explained 13.26 per cent variance (Adjusted $R^2 = .1241$). A shortlisted regression equation consisting of only one variable explaining 13 per cent variance (Adjusted $R^2 = .12$) was retained. The second variable was dropped from the shortlisted regression equation because it added less than one per cent of variance. The results based on this single predictor variable (Table 88) showed that overall regression was significant ($F_{(1,308)} = 44.91, p < .01$). The predictor variable, namely Team Building and Productivity Concern was individually significant and had positive beta weight.

Question 74. What is the strength of association of second order variables of Person's Values as the predictors and Desirable Characteristics of Organization as the criterion?

The MRA results with Desirable Characteristics of Organization (sector c) as criterion and variables of Person's Values (subsector b1) as predictors showed that overall regression was significant ($F_{(2,307)} = 9.70, p < .01$). The 2 variables entered into regression equation explained 5.94 per cent variance (Adjusted $R^2 = .0533$) in the criterion variable.

Table 88

Multiple Regression Analysis Results Incorporating the Second Order Person's Behaviors as the Predictor, and Desirable Characteristics of Organization as the Criterion

| Variables | <u>r</u> | <u>R</u> ² | Adjusted <u>R</u> ² | Beta <u>b</u> | Std.error <u>E</u> (1,308) |
|----------------------|-----------|-----------------------|--------------------------------|---------------|----------------------------|
| | | | | | of <u>b</u> |
| SF11: TBPC | .36 | .36 | .13 | .36 | .89 |
| | | | .12 | | .13 |
| Constant | | | | | 44.91** |
| | | | | 38.96 | |
| ----- | | | | | |
| ANOVA for regression | | | | | |
| ----- | | | | | |
| Source | <u>SS</u> | <u>df</u> | <u>MS</u> | <u>E</u> | <u>p</u> |
| ----- | | | | | |
| Regression | 6624.96 | 1 | 6624.96 | 44.91 | 0.01 |
| Residual | 45432.15 | 308 | 147.51 | | |
| ----- | | | | | |

** $p < 0.01$.

Since none of the variables, entered into regression equation, added less than one per cent in terms of adjusted \underline{R}^2 , there was no need to "shortlist" the variables. Results (Table 89) showed that both of the variables were individually significant and had positive beta weights which could be interpreted as having their respective strength of association in following order; Rokeach's Values, and Desirable Job Success Archetype.

Question 75. What is the strength of association of second order variables of Person's Characteristics as predictors and Desirable Characteristics of Organization as the criterion?

The results of MRA with Desirable Characteristics of Organization (sector c) as criterion and variables of Person's Characteristics (subsector b2) as predictors showed that overall regression was significant ($\underline{F}(2,307) = 10.76, p < .01$). The two variables entered into regression equation explained 6.55 per cent variance (Adjusted $\underline{R}^2 = .0694$). A shortlisted regression equation consisting of only one variable explaining 6 per cent variance (Adjusted $\underline{R}^2 = .06$) was retained. The second variable was dropped from the shortlisted regression equation because it added less than one per cent of variance. The results based on this single predictor (Table 90) showed that overall regression was significant ($\underline{F}(1,308) = 20.03, p < .01$). The predictor variable that was named as Confident Hardworking Self-actualizer was individually significant and had positive beta weight.

Question 76. What is the strength of association of second order variables of Person's Values and Characteristics as the predictors and Desirable Characteristics of Organization as the criterion?

Table 89

Multiple Regression Analysis Results Incorporating the Second Order Person's Values as the Predictors, and Desirable Characteristics of Organization as the Criterion

| Variables | <u>r</u> | <u>R</u> | <u>R</u> ² | Adjusted <u>R</u> ² | Beta | <u>b</u> | Std.error <u>F</u> (1,307) | |
|----------------------|----------|-----------|-----------------------|--------------------------------|------|-----------|----------------------------|-----------------------------------|
| | | | | | | | | <u>R</u> ² of <u>b</u> |
| SF9: RV | .20 | .20 | .04 | .04 | .15 | .25 | .10 | 6.28* |
| SF5: DJSA | .20 | .24 | .06 | .05 | .14 | .44 | .18 | 5.91* |
| Constant | | | | | | 36.45 | | |
| ----- | | | | | | | | |
| ANOVA for regression | | | | | | | | |
| ----- | | | | | | | | |
| Source | | <u>SS</u> | | <u>df</u> | | <u>MS</u> | <u>F</u> | <u>p</u> |
| ----- | | | | | | | | |
| Regression | | 3093.29 | | 2 | | 1546.65 | 9.70 | 0.01 |
| Residual | | 48963.82 | | 307 | | 159.49 | | |

* $p < 0.05$.

Table 90

Multiple Regression Analysis Results Incorporating the Second Order Person's Characteristics as the Predictor, and Desirable Characteristics of Organization as the Criterion

| Variables | \underline{r} | \underline{R}^2 | Adjusted \underline{R}^2 | Beta \underline{b} | Std.error \underline{E} (1,308) |
|----------------------|------------------|-------------------|----------------------------|----------------------|-----------------------------------|
| SF1: CHSA | .25 | .25 | .06 | .25 | .63 |
| Constant | | | | | 40.49 |
| ANOVA for regression | | | | | |
| Source | \underline{SS} | \underline{df} | \underline{MS} | \underline{F} | \underline{p} |
| Regression | 3178.15 | 1 | 3178.15 | 20.03 | 0.01 |
| Residual | 48878.96 | 308 | 158.70 | | |

** $\underline{p} < 0.01$.

The results of MRA in which Desirable Characteristics of Organization (sector c) was the criterion and variables of Person's Values, and Characteristics (subsectors b1 and b2) were the predictors showed ($F_{(4,305)} = 7.59, p < .01$) that overall regression was significant. The 4 predictors entered into regression equation explained 9.05 per cent variance (Adjusted $R^2 = .0786$) in the criterion variable. A shortlisted regression equation consisting of 2 variables explaining 8 per cent variance (Adjusted $R^2 = .08$) was retained. The results based on these 2 predictors showed (Table 91) that overall regression was significant ($F_{(2,307)} = 13.70, p < .01$). Both of the variables were individually significant and were positive predictors, which could be interpreted as having their respective strength of association in following order; Confident Hardworking Self-actualizer; and Desirable Job Success Archetype.

Second Order Success and Satisfaction as Functions of
Industrial Categorization, Hierarchical
Levels, and Ownership

Question 77. How the various second order dimensions of success and satisfaction differ on an average across the factors of Industrial Categorization (textile, chemicals and fertilizers, and engineering), Hierarchical Levels (low, middle, and high), and Ownership (public and private)?

In order to keep the pattern of analyses of the variables emerging out of the second order factor analysis consonant with the analytical pattern of the first order factors and variables, initially it was planned to calculate $3 \times 3 \times 2$ (Industrial

Table 91

Multiple Regression Analysis Results Incorporating the Second Order Person's Values and Characteristics as the Predictors, and Desirable Characteristics of Organization as the Criterion

| Variables | \bar{r} | \bar{R} | \bar{R}^2 | Adjusted \bar{R}^2 | Beta | \bar{b} | Std.error | \bar{F} (1,307) |
|-----------|-----------|-----------|-------------|----------------------|------|-----------|-----------|-------------------|
| SF1: CHSA | .25 | .25 | .06 | .06 | .21 | .54 | .14 | 13.96** |
| SF5: DJSA | .20 | .29 | .08 | .08 | .15 | .45 | .17 | 6.98 |
| Constant | | | | | | 31.37 | | |

ANOVA for regression

| Source | \bar{SS} | df | \bar{MS} | \bar{F} | p |
|------------|------------|-----|------------|-----------|------|
| Regression | 4264.52 | 2 | 2132.26 | 13.70 | 0.01 |
| Residual | 47792.59 | 307 | 155.68 | | |

** $p < 0.01$.

Categorization x Hierarchical Level x Ownership) factorial analyses of variance for the dimensions of success and satisfaction. However, unfortunately satisfaction could not be kept as a part of the second order factor analysis for its being based on scores derived from Idealized Success scores. Of course success dimension comprised a second order factor, namely Desirable Job Success Archetype (or DJSA: SF5), however none of the effects in the analysis of variance results turned out to be significant. Consequently, the description of analysis of variance for the second order factors would be dispensed with.

Attempting to Explore the Recursive Causal Linkages Among the
"Second Order" Factors

It would be recalled that the constructs included in the study had culminated in eighty two factors or variables. The number being this large and the facilities being inadequate, a thorough "causal" analysis incorporating all of them could not be used. Nevertheless, in order to get the indicative causal linkages in a recursive model, a path analysis was attempted that made use of the factors forced into five categories representing the five sectors into which the constructs had been arranged according to the elementary conceptual scheme.

If one were to scan the so-called conceptual scheme and the plethora of the constructs and variables crammed into the sectors or categories, some points giving rise to confusion might become apparent. Firstly, a very high degree of cognitive complexity would be required in order to extract clear meanings in terms of clearly identifiable and parsimonious categories. Secondly, the

arrangement of the constructs into the categories at times might appear to be arbitrarily done because seen from a different perspective, the same variable might be placed into a different category.

In an attempt to remedy the above mentioned sources of clumsiness, a "second order factor analysis" was done with a view to reduce the number of "primary dimensions" within a manageable extent. Consequently, twelve "second order" factors were obtained, the structures of which have already been described. In the section to follow, reference would be made to additional "causal analysis" which had been done using the "second order factors". In this connection, reference would be made to the twelve tables numbered from Table 92 to Table 103. In order to recapitulate, the twelve "second order factors" retained were as follow (for details of composition in terms of first order factors, see pp. 545 - 548).

1. Confident Hardworking Self-actualizer (SF1: CHSA).
2. Manipulative Behavioral Strategies (SF2: MBS).
3. Desirable Characteristics of Organization (SF3: DCO).
4. Stimulation and Independence in Early Environments (SF4: SIEE).
5. Desirable Job Success Archetype (SF5: DJSA).
6. "Own People" Concern in Present Environment (SF6: OPCPE).
7. Noncontroversial and Tolerant Behavioral Strategies (SF7: NCTBS).
8. Job Mobility and Income (SF8: JMI).
9. Rokeach's Values (SF9: RV).

Table 92

Showing Possible Combinations of Path Coefficients with Confident Hardworking Self-actualizer (SF1: CHSA) as the Dependent Measure in a Recursive Model

| SFs | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1 (dependent) | |
|-----|---|------------------------------------|-------------------|---------------------------|------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------|
| 2 | 1 | <u>-.0198</u> (<u>-.0376</u>) | .0476 (-.0019) | <u>-.0889</u> (-.0054) | .2288 (.0007) | .2335 (.0135) | <u>-.1894</u> (-.0054) | <u>-.2413</u> (-.0744) | <u>-.0071</u> (-.0005) | .0226 (.0050) | .0883 (.0051) | <u>-.1023</u> | |
| 3 | | 1 | .0288 (.0680) | .2004 (.0122) | .0885 (.0003) | .0296 (.0017) | .1534 (.0044) | .2033 (.0627) | .3142 (.0232) | .3567 (.0786) | <u>-.0607</u> (-.0035) | .2471 | |
| 4 | | | 1 | .2073 (.0126) | .1745 (.0006) | <u>-.0009</u> (-.0001) | .0244 (.0007) | .1653 (.0510) | .2341 (.0173) | .1966 (.0433) | .0110 (.0006) | .0867 | |
| 5 | | | | 1 | .2073 (.0136) | .0445 (.0001) | .0825 (.0048) | <u>-.0275</u> (-.0008) | .3715 (.1146) | .1596 (.0118) | .1971 (.0434) | .0156 (.0009) | .2443 |
| 6 | | | | | 1 | .0445 (.0001) | .1172 (.0068) | <u>-.1068</u> (-.0031) | <u>-.0809</u> (-.0250) | .2331 (.0172) | .0059 (.0013) | <u>-.0295</u> (-.0017) | <u>-.0080</u> |
| 7 | | | | | | 1 | <u>-.0976</u> (-.0028) | .0224 (.0069) | <u>-.0339</u> (-.0025) | <u>-.0829</u> (-.0183) | .0913 (.0053) | .0450 | |
| 8 | | | | | | | 1 | <u>-.0226</u> (-.0070) | .1593 (.0117) | .1776 (.0391) | .0147 (.0009) | .0824 | |
| 9 | | | | | | | | 1 | .1207 (.0089) | .3250 (.0716) | <u>-.0498</u> (-.0029) | .4253 | |
| 10 | | | | | | | | | 1 | .2205 (.0486) | <u>-.1067</u> (-.0061) | .1788 | |
| 11 | | | | | | | | | | 1 | <u>-.0361</u> (-.0021) | .3626 | |
| 12 | | | | | | | | | | | 1 | <u>-.0250</u> | |
| 1 | | | | | | | | | | | | 1 | |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 93

Showing Possible Combinations of Path Coefficients with Manipulative Behavioral Strategies (SF2: MBS) as the Dependent Measure in a Recursive Model

| SFs | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 2 (dependent) |
|-----|---|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|--------------------|--------------------|------------------|
| 1 | 1 | .2471 (<u>-.0404</u>) | .0867 (.0042) | -.2443 (-.0143) | -.0080 (-.0013) | .0450 (.0098) | .0824 (-.0156) | .4253 (-.1111) | .1788 (-.0004) | .3626 (.0639) | .0250 (.0018) | | -.1023 |
| 3 | | .2471 (-.0099) | 1 (.0045) | .0288 (.0014) | .2004 (-.0117) | .0885 (.0139) | .0296 (.0064) | .1534 (-.0291) | .2033 (-.0531) | .3142 (-.0007) | .3567 (.0629) | -.0607 (-.0043) | -.0198 |
| 4 | | .0867 (-.0035) | .0288 (.0001) | 1 (.0488) | .2073 (-.0121) | .1745 (.0274) | -.0009 (-.0002) | .0244 (-.0046) | .1653 (-.0432) | .2341 (-.0005) | .1966 (.0347) | .0110 (.0008) | .0476 |
| 5 | | .2443 (-.0099) | .2004 (.0009) | .2073 (.0101) | 1 (-.0586) | .0445 (.0070) | .0825 (.0179) | -.0275 (.0052) | .3715 (-.0971) | .1596 (-.0004) | .1971 (.0347) | .0156 (.0011) | -.0889 |
| 6 | | -.0080 (.0003) | .0885 (.0004) | .1745 (.0085) | .0445 (-.0026) | 1 (.1569) | .1172 (.0255) | -.1068 (.0202) | -.0809 (.0211) | .2331 (-.0005) | .0059 (.0010) | -.0295 (-.0021) | .2288 |
| 7 | | .0450 (-.0018) | .0296 (.0001) | -.0009 (-.0000) | .0825 (-.0048) | .1172 (.0184) | 1 (.2171) | -.0976 (.0185) | .0224 (-.0059) | -.0339 (.0001) | -.0829 (-.0146) | .0913 (.0065) | .2335 |
| 8 | | .0824 (-.0033) | .1534 (.0007) | .0244 (.0012) | -.0275 (.0016) | -.1068 (-.0168) | -.0976 (-.0212) | 1 (-.1895) | -.0226 (.0059) | .1593 (-.0004) | .1776 (.0313) | .0147 (.0010) | -.1894 |
| 9 | | .4253 (-.0172) | .2033 (.0009) | .1653 (.0081) | .3715 (-.0218) | -.0809 (-.0127) | .0224 (.0049) | -.0226 (.0043) | 1 (-.2613) | .1207 (-.0003) | .3250 (.0573) | -.0498 (-.0035) | -.2413 |
| 10 | | .1788 (-.0072) | .3142 (.0014) | .2341 (.0114) | .1596 (-.0094) | .2331 (.0366) | -.0339 (-.0074) | .1593 (-.0302) | .1207 (-.0315) | 1 (-.0022) | .2205 (.0389) | -.1067 (-.0075) | -.0071 |
| 11 | | .3626 (-.0147) | .3567 (.0016) | .1966 (.0096) | .1971 (-.0116) | .0059 (.0009) | -.0829 (-.0180) | .1776 (-.0337) | .3250 (-.0849) | .2205 (-.0005) | 1 (.1763) | -.0361 (-.0026) | .0226 |
| 12 | | .0250 (-.0010) | -.0607 (-.0003) | .0110 (.0005) | .0156 (-.0009) | -.0295 (-.0046) | .0913 (.0198) | .0147 (-.0028) | -.0498 (.0130) | -.1067 (.0002) | -.0361 (-.0064) | 1 (.0707) | .0883 |
| 2 | | -.1023 | -.0198 | .0476 | -.0889 | .2288 | .2335 | -.1894 | -.2413 | -.0071 | .0226 | .0883 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 94

Showing Possible Combinations of Path Coefficients with Desirable Characteristics of Organization (SF3: DCO) as the Dependent Measure in a Recursive Model

| SFs | 1 | 2 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 3 (dependent) |
|-----|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|------------------|
| 1 | 1 (.0713) | -.1023 (-.0005) | .0867 (-.0105) | .2443 (.0244) | -.0080 (-.0005) | .0450 (.0022) | .0824 (.0071) | .4253 (.0215) | .1788 (.0398) | .3626 (.0931) | .0250 (-.0008) | .2471 |
| 2 | -.1023 (-.0073) | 1 (.0044) | .0476 (-.0058) | -.0889 (-.0089) | .2288 (.0133) | .2335 (.0115) | -.1894 (-.0162) | -.2413 (-.0122) | -.0071 (-.0016) | .0226 (.0058) | .0883 (-.0028) | -.0198 |
| 4 | .0867 (.0062) | .0476 (.0002) | 1 (-.1210) | .2073 (.0207) | .1745 (.0101) | -.0009 (-.0000) | .0244 (.0021) | .1653 (.0084) | .2341 (.0520) | .1966 (.0505) | .0110 (-.0004) | .0288 |
| 5 | .2443 (.0174) | -.0889 (-.0004) | -.2073 (-.0251) | 1 (.0998) | .0445 (.0026) | .0825 (.0041) | -.0275 (-.0024) | .3715 (.0188) | .1596 (.0355) | .1971 (.0506) | .0156 (-.0005) | .2004 |
| 6 | -.0080 (-.0006) | .2288 (.0010) | .1745 (-.0211) | .0445 (.0044) | 1 (.0580) | .1172 (.0058) | -.1068 (-.0092) | -.0809 (-.0041) | .2331 (.0518) | .0059 (.0015) | -.0295 (.0009) | .0885 |
| 7 | .0450 (.0032) | .2335 (.0010) | -.0009 (.0001) | .0825 (.0082) | .1172 (.0068) | 1 (.0492) | -.0976 (-.0084) | .0224 (.0011) | -.0339 (-.0075) | -.0829 (-.0213) | .0913 (-.0029) | .0296 |
| 8 | .0824 (.0059) | -.1894 (-.0008) | .0244 (-.0030) | -.0275 (-.0027) | -.1068 (-.0062) | -.0976 (-.0048) | 1 (.0856) | -.0226 (-.0011) | .1593 (.0354) | .1776 (.0456) | .0147 (-.0005) | .1534 |
| 9 | .4253 (.0303) | -.2413 (-.0011) | .1653 (-.0200) | .3715 (.0371) | -.0809 (-.0047) | .0224 (.0011) | -.0226 (-.0019) | 1 (.0507) | .1207 (.0268) | .3250 (.0835) | -.0498 (.0016) | .2033 |
| 10 | .1788 (.0127) | -.0071 (-.0000) | .2341 (-.0283) | .1596 (.0159) | .2331 (.0135) | -.0339 (-.0017) | .1593 (.0136) | .1207 (.0061) | 1 (.2223) | .2205 (.0566) | -.1067 (.0034) | .3142 |
| 11 | .3626 (.0258) | .0226 (.0001) | .1966 (-.0238) | .1971 (.0197) | .0059 (.0003) | -.0829 (-.0041) | .1776 (.0152) | .3250 (.0165) | .2205 (.0490) | 1 (.2568) | -.0361 (.0011) | .3567 |
| 12 | .0250 (.0018) | .0883 (.0004) | .0110 (-.0013) | .0156 (.0016) | -.0295 (-.0017) | .0913 (.0045) | .0147 (.0013) | -.0498 (.0025) | -.1067 (-.0237) | -.0361 (-.0093) | 1 (-.0316) | -.0607 |
| 3 | .2471 | -.0198 | .0288 | .2004 | .0885 | .0296 | .1534 | .2033 | .3142 | .3567 | -.0607 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 95

Showing Possible Combinations of Path Coefficients with Stimulation and Independence in Early Environments
(SP4: SIEE) as the Dependent Measure in a Recursive Model

| SFs | 1 | 2 | 3 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 4 (dependent) |
|-----|---|---------------------------|-------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| 1 | 1 | <u>-.1023</u> (-.0054) | .2471 (-.0333) | .2443 (.0354) | -.0080 (-.0011) | .0450 (-.0009) | .0824 (.0019) | .4253 (.0488) | .1788 (.0326) | .3626 (.0540) | .0250 (.0008) | .0867 |
| 2 | | 1 | -.0198 (.0522) | -.0889 (-.0129) | .2288 (.0319) | .2335 (-.0048) | -.1894 (-.0042) | -.2413 (-.0277) | -.0071 (-.0013) | .0226 (.0034) | .0883 (.0029) | .0476 |
| 3 | | | 1 | .2004 (.0290) | .0885 (.0123) | .0296 (-.0006) | .1534 (.0034) | .2033 (.0233) | .3142 (.0572) | .3567 (.0531) | -.0607 (-.0020) | .0288 |
| 5 | | | | 1 | .0445 (.0062) | .0825 (-.0017) | -.0275 (-.0006) | .3715 (.0426) | .1596 (.0291) | .1971 (.0293) | .0156 (.0005) | .2073 |
| 6 | | | | | 1 | .1172 (-.0024) | -.1068 (-.0024) | -.0809 (-.0093) | .2331 (.0424) | .0059 (.0009) | -.0295 (-.0010) | .1745 |
| 7 | | | | | | 1 | -.0976 (-.0022) | .0224 (.0026) | -.0339 (-.0062) | -.0829 (-.0123) | .0913 (.0030) | -.0009 |
| 8 | | | | | | | 1 | -.0226 (-.0026) | .1593 (.0290) | .1776 (.0264) | .0147 (.0005) | .0244 |
| 9 | | | | | | | | 1 | .1267 (.0220) | .3250 (.0484) | -.0498 (-.0017) | .1653 |
| 10 | | | | | | | | | 1 | .2205 (.0328) | -.1067 (-.0035) | .2341 |
| 11 | | | | | | | | | | 1 | -.0361 (-.0012) | .1966 |
| 12 | | | | | | | | | | | 1 | .0110 |
| 4 | | | | | | | | | | | | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 96

Showing Possible Combinations of Path Coefficients with Desirable Job Success Archetype (SP5: DJSA) as the Dependent Measure in a Recursive Model

| SPs | 1 | 2 | 3 | 4 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 5 (dependent) |
|-----|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| 1 | 1 (.0664) | -.1023 (.0061) | .2471 (.0257) | .0867 (.0118) | -.0080 (-.0002) | .0450 (.0035) | .0824 (-.0052) | .4253 (.1146) | .1788 (.0100) | .3626 (.0107) | .0250 (.0010) | .2443 |
| 2 | -.1023 (-.0068) | 1 (-.0595) | -.0198 (-.0021) | .0476 (.0065) | .2288 (.0045) | .2335 (.0179) | -.1894 (.0118) | -.2413 (-.0650) | -.0071 (-.0004) | .0226 (.0007) | .0883 (.0034) | -.0889 |
| 3 | .2471 (.0164) | -.0198 (.0012) | 1 (.1040) | .0288 (.0039) | .0885 (.0018) | .0296 (.0023) | .1534 (-.0096) | .2033 (.0548) | .3142 (.0176) | .3567 (.0105) | -.0607 (-.0024) | .2004 |
| 4 | .0867 (.0058) | .0476 (-.0028) | .0288 (.0030) | 1 (.1357) | .1745 (.0035) | -.0009 (-.0001) | .0244 (-.0015) | .1653 (.0445) | .2341 (.0131) | .1966 (.0058) | .0110 (.0004) | .2073 |
| 6 | -.0080 (-.0005) | .2288 (-.0136) | .0885 (.0092) | .1745 (.0237) | 1 (.0198) | .1172 (.0090) | -.1068 (.0067) | -.0809 (-.0218) | .2331 (.0131) | .0059 (.0002) | -.0295 (-.0012) | .0445 |
| 7 | .0450 (.0030) | .2335 (-.0139) | .0296 (.0031) | -.0009 (-.0001) | .1172 (.0023) | 1 (.0768) | -.0976 (.0061) | .0224 (.0060) | -.0339 (-.0019) | -.0829 (-.0024) | .0913 (.0036) | .0825 |
| 8 | .0824 (.0055) | -.1894 (.0113) | .1534 (.0160) | .0244 (.0033) | -.1068 (-.0021) | -.0976 (-.0075) | 1 (-.0625) | -.0226 (-.0061) | .1593 (.0089) | .1776 (.0052) | .0147 (.0006) | -.0275 |
| 9 | .4253 (.0282) | -.2413 (.0144) | .2033 (.0211) | .1653 (.0224) | -.0809 (-.0016) | .0224 (.0017) | -.0226 (.0014) | 1 (.2694) | .1207 (.0068) | .3250 (.0096) | -.0498 (-.0019) | .3715 |
| 10 | .1788 (.0119) | -.0071 (.0004) | .3142 (.0327) | .2341 (.0318) | .2331 (.0046) | -.0339 (-.0026) | .1593 (-.0099) | .1207 (.0325) | 1 (.0560) | .2205 (.0065) | -.1067 (-.0042) | .1596 |
| 11 | .3626 (.0241) | .0226 (-.0013) | .3567 (.0371) | .1966 (.0267) | .0059 (.0001) | -.0829 (-.0064) | .1776 (-.0111) | .3250 (.0876) | .2205 (.0123) | 1 (.0295) | -.0361 (-.0014) | .1971 |
| 12 | .0250 (.0017) | .0883 (-.0053) | -.0607 (-.0063) | .0110 (.0015) | -.0295 (-.0006) | .0913 (.0070) | .0147 (-.0009) | -.0498 (-.0134) | -.1067 (-.0060) | -.0361 (-.0011) | 1 (.0390) | .0156 |
| 5 | .2443 | -.0889 | .2004 | .2073 | .0445 | .0825 | -.0275 | .3715 | .1596 | .1971 | .0156 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 97

Showing Possible Combinations of Path Coefficients with "Own People" Concern in Present Environment (SF6: OPCPE) as the Dependent Measure in a Recursive Model

| SFs | 1 | 2 | 3 | 4 | 5 | 7 | 8 | 9 | 10 | 11 | 12 | 6 (dependent) |
|-----|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|------------------|
| 1 | 1 (.0037) | -.1023 (-.0172) | .2471 (.0158) | .0867 (.0120) | .2443 (.0051) | .0450 (.0033) | .0824 (-.0090) | .4253 (-.0439) | .1788 (.0387) | .3626 (-.0157) | .0250 (-.0008) | -.0080 |
| 2 | -.1023 (-.0004) | 1 (.1685) | -.0198 (-.0013) | .0476 (.0066) | -.0889 (-.0019) | .2335 (.0169) | -.1894 (.0207) | -.2413 (.0249) | -.0071 (-.0015) | .0226 (-.0010) | .0883 (-.0027) | .2288 |
| 3 | .2471 (.0009) | -.0198 (-.0033) | 1 (.0639) | .0288 (.0040) | .2004 (.0042) | .0296 (.0021) | .1534 (-.0168) | .2033 (-.0210) | .3142 (.0680) | .3567 (-.0154) | -.0607 (.0019) | .0885 |
| 4 | .0867 (.0003) | .0476 (.0080) | .0288 (.0018) | 1 (.1379) | .2073 (.0043) | -.0009 (-.0001) | .0244 (-.0027) | .1653 (-.0171) | .2341 (.0507) | .1966 (-.0085) | .0110 (-.0003) | .1745 |
| 5 | .2443 (.0009) | -.0889 (-.0150) | .2004 (.0128) | .0286 (.0286) | 1 (.0210) | .0825 (.0060) | -.0275 (.0030) | .3715 (-.0383) | .1596 (.0346) | .1971 (-.0085) | .0156 (-.0005) | .0445 |
| 7 | .0450 (.0002) | .2335 (.0393) | .0296 (.0019) | -.0009 (-.0001) | .0825 (.0017) | 1 (.0724) | -.0976 (.0107) | .0224 (-.0023) | -.0339 (-.0073) | -.0829 (.0036) | .0913 (-.0028) | .1172 |
| 8 | .0824 (.0003) | -.1894 (-.0319) | .1534 (.0098) | .0244 (.0034) | -.0275 (-.0006) | -.0976 (-.0071) | 1 (-.1094) | -.0226 (.0023) | .1593 (.0345) | .1776 (-.0077) | .0147 (-.0005) | -.1068 |
| 9 | .4253 (.0016) | -.2413 (-.0407) | .2033 (.0130) | .1653 (.0228) | .3715 (.0078) | .0224 (.0016) | -.0226 (.0025) | 1 (-.1031) | .1207 (.0261) | .3250 (-.0140) | -.0498 (.0016) | -.0809 |
| 10 | .1788 (.0007) | -.0071 (-.0012) | .3142 (.0201) | .2341 (.0323) | .1596 (.0033) | -.0339 (-.0025) | .1593 (-.0174) | .1207 (-.0125) | 1 (.2165) | .2205 (.0095) | -.1067 (.0033) | .2331 |
| 11 | .3626 (.0014) | .0226 (.0038) | .3567 (.0228) | .1966 (.0271) | .1971 (.0041) | -.0829 (-.0060) | .1776 (-.0194) | .3250 (-.0335) | .2205 (.0477) | 1 (-.0432) | -.0361 (.0011) | .0059 |
| 12 | .0250 (.0001) | .0883 (.0149) | -.0607 (-.0039) | .0110 (.0015) | .0156 (.0003) | .0913 (.0066) | .0147 (.0016) | -.0498 (.0051) | -.1067 (-.0231) | -.0361 (.0016) | 1 (-.0310) | -.0295 |
| 6 | -.0080 | .2288 | .0885 | .1745 | .0445 | .1172 | -.1068 | -.0809 | .2331 | .0059 | -.0295 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 98

Showing Possible Combinations of Path Coefficients with Noncontroversial and Tolerant Behavioral Strategies (SF7: NCTBS) as the Dependent Measure in a Recursive Model

| SPs | 1 | 2 | 3 | 4 | 5 | 6 | 8 | 9 | 10 | 11 | 12 | 7 (dependent) |
|-----|---|--------------------|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|-------------------|-------------------|--------------------|------------------|
| 1 | 1 | -.1023 (-.0703) | .2471 (.0141) | .0867 (-.0019) | .2443 (.0209) | -.0080 (-.0006) | .0824 (-.0014) | .4253 (.0332) | .1788 (-.0098) | .3626 (-.0563) | .0250 (.0016) | .0450 |
| 2 | 1 | 1 | -.0198 (-.0011) | .0476 (-.0010) | -.0889 (-.0076) | .2288 (.0175) | -.1894 (.0033) | -.2413 (-.0188) | -.0071 (.0004) | .0226 (-.0035) | .0883 (.0058) | .2335 |
| 3 | 1 | 1 | 1 | .0288 (-.0006) | .2004 (.0172) | .0885 (.0068) | .1534 (-.0027) | .2033 (.0159) | .3142 (-.0172) | .3567 (-.0554) | -.0607 (-.0040) | .0296 |
| 4 | 1 | 1 | 1 | 1 | .2073 (.0177) | .1745 (.0133) | .0244 (-.0004) | .1653 (.0129) | .2341 (-.0128) | .1966 (-.0305) | .0110 (.0007) | -.0009 |
| 5 | 1 | 1 | 1 | 1 | 1 | .0445 (.0034) | -.0275 (.0005) | .3715 (.0290) | .1596 (-.0087) | .1971 (-.0306) | .0156 (.0010) | .0825 |
| 6 | 1 | 1 | 1 | 1 | 1 | 1 | -.1068 (.0019) | -.0809 (-.0063) | .2331 (-.0127) | .0059 (-.0009) | -.0295 (-.0019) | .1172 |
| 8 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | -.0226 (-.0018) | .1593 (-.0087) | .1776 (-.0276) | .0147 (.0010) | -.0976 |
| 9 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | .1207 (-.0066) | .3250 (-.0505) | -.0498 (-.0033) | .0224 |
| 10 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | .2205 (-.0343) | -.1067 (-.0070) | -.0339 |
| 11 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | -.0361 (-.0024) | -.0829 |
| 12 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | .0913 |
| 7 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 99

Showing Possible Combinations of Path Coefficients with Job Mobility and Income (SP8: JMI) as the Dependent Measure in a Recursive Model

| SPs | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 9 | 10 | 11 | 12 | 8 (dependent) |
|-----|--------------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|------------------|
| 1 | 1 | -.1023 (.0339) | .2471 (.0238) | .0867 (.0020) | .2443 (-.0165) | -.0080 (.0009) | .0450 (-.0008) | .4253 (-.0694) | .1788 (.0251) | .3626 (.0608) | .0250 (.0013) | .0824 |
| 2 | -.1023 (-.0035) | 1 | -.0198 (-.0019) | .0476 (.0011) | -.0889 (.0060) | .2288 (-.0256) | .2335 (-.0040) | -.2413 (.0394) | -.0071 (-.0010) | .0226 (.0038) | .0883 (.0044) | -.1894 |
| 3 | .2471 (.0084) | -.0198 (.0041) | 1 | .0288 (.0007) | .2004 (-.0135) | .0885 (-.0099) | .0296 (-.0005) | .2033 (-.0332) | .3142 (.0442) | .3567 (.0598) | -.0607 (-.0030) | .1534 |
| 4 | .0867 (.0029) | .0476 (-.0099) | .0288 (.0028) | 1 | .2073 (-.0140) | .1745 (-.0195) | -.0009 (.0000) | .1653 (-.0270) | .2341 (.0329) | .1966 (.0329) | .0110 (.0006) | .0244 |
| 5 | .2443 (.0083) | -.0889 (.0185) | .2004 (.0193) | .2073 (.0047) | 1 | .0445 (-.0050) | .0825 (-.0014) | .3715 (-.0606) | .1596 (.0224) | .1971 (.0330) | .0156 (.0008) | -.0275 |
| 6 | -.0080 (-.0003) | .2288 (-.0476) | .0885 (.0085) | .1745 (.0040) | .0445 (-.0030) | 1 | .1172 (-.0020) | -.0809 (.0132) | .2331 (.0328) | .0059 (.0010) | -.0295 (-.0015) | -.1068 |
| 7 | .0450 (.0015) | .2335 (-.0486) | .0296 (.0029) | -.0009 (-.0000) | .0825 (-.0056) | .1172 (-.0131) | 1 | .0224 (-.0037) | -.0339 (-.0048) | -.0829 (-.0139) | .0913 (.0046) | -.0976 |
| 9 | .4253 (.0144) | -.2413 (.0502) | .2033 (.0196) | .1653 (.0038) | .3715 (-.0251) | -.0809 (.0091) | .0224 (-.0004) | 1 | .1207 (.0170) | .3250 (.0545) | -.0498 (-.0025) | -.0226 |
| 10 | .1788 (.0061) | -.0071 (.0015) | .3142 (.0303) | .2341 (.0053) | .1596 (-.0108) | .2331 (-.0261) | -.0339 (.0006) | .1207 (-.0197) | 1 | .2205 (.0369) | -.1067 (-.0053) | .1593 |
| 11 | .3626 (.0123) | .0226 (-.0047) | .3567 (.0344) | .1966 (.0045) | .1971 (-.0133) | .0059 (-.0007) | -.0829 (.0014) | .3250 (-.0530) | .2205 (.0310) | 1 (.1675) | -.0361 (-.0018) | .1776 |
| 12 | .0250 (.0009) | .0883 (-.0184) | -.0607 (-.0059) | .0110 (.0003) | .0156 (-.0011) | -.0295 (.0033) | .0913 (-.0016) | -.0498 (.0081) | -.1067 (-.0150) | -.0361 (-.0061) | 1 (.0501) | .0147 |
| 8 | .0824 | -.1894 | .1534 | .0244 | -.0275 | -.1068 | -.0976 | -.0226 | .1593 | .1776 | .0147 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 100

Showing Possible Combinations of Path Coefficients with Rokeach's Values (SF9: KV) as the Dependent Measure in a Recursive Model

| SFs | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 10 | 11 | 12 | 9 (dependent) |
|-----|--------------------|-------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|--------------------|--------------------|-------------------|------------------|
| 1 | 1 (.2742) | -.1023 (.0221) | .2471 (.0106) | .0867 (.0076) | .2443 (.0536) | -.0080 (.0006) | .0450 (.0026) | .0824 (-.0101) | .1788 (-.0005) | .3626 (.0656) | .0250 (-.0010) | .4253 |
| 2 | -.1023 (-.0281) | 1 (-.2161) | -.0198 (-.0009) | .0476 (.0042) | -.0889 (-.0195) | .2288 (-.0182) | .2335 (.0133) | -.1894 (.0233) | -.0071 (.0000) | .0226 (.0041) | .0883 (-.0034) | -.2413 |
| 3 | .2471 (.0678) | -.0198 (.0043) | 1 (.0430) | .0288 (.0025) | .2004 (.0440) | .0885 (-.0070) | .0296 (.0017) | .1534 (-.0188) | .3142 (-.0009) | .3567 (.0645) | -.0607 (.0024) | .2033 |
| 4 | .0867 (.0238) | .0476 (-.0103) | .0288 (.0012) | 1 (.0875) | .2073 (.0456) | .1745 (-.0139) | -.0009 (-.0001) | .0244 (-.0030) | .2341 (-.0007) | .1966 (.0356) | .0110 (-.0004) | .1653 |
| 5 | .2443 (.0670) | -.0889 (.0192) | .2004 (.0086) | .2073 (.0182) | 1 (.2194) | .0445 (-.0035) | .0825 (.0047) | -.0275 (.0034) | .1596 (-.0005) | .1971 (.0357) | .0156 (-.0006) | .3715 |
| 6 | -.0080 (-.0022) | .2288 (-.0495) | .0885 (.0038) | .1745 (.0153) | .0445 (.0098) | 1 (-.0794) | .1172 (.0067) | -.1068 (.0131) | .2331 (-.0007) | .0059 (.0011) | -.0295 (.0012) | -.0809 |
| 7 | .0450 (.0123) | .2335 (-.0505) | .0296 (.0031) | -.0009 (-.0001) | .0825 (.0181) | .1172 (-.0093) | 1 (.0570) | -.0976 (.0120) | -.0339 (-.0001) | -.0829 (-.0150) | .0913 (-.0036) | .0224 |
| 8 | .0824 (.0226) | -.1894 (.0409) | .1534 (.0066) | .0244 (.0021) | -.0275 (-.0060) | -.1068 (.0085) | -.0976 (-.0056) | 1 (-.1229) | .1593 (-.0005) | .1776 (.0321) | .0147 (-.0006) | -.0226 |
| 10 | .1788 (.0490) | -.0071 (.0015) | .3142 (.0135) | .2341 (.0205) | .1596 (.0350) | .2331 (-.0185) | -.0339 (-.0019) | .1593 (-.0196) | 1 (-.0029) | .2205 (.0399) | -.1067 (.0042) | .1207 |
| 11 | .3626 (.0994) | .0226 (-.0049) | .3567 (.0153) | .1966 (.0172) | .1971 (.0432) | .0059 (-.0005) | -.0829 (-.0047) | .1776 (-.0218) | .2205 (-.0006) | 1 (.1809) | -.0361 (.0014) | .3250 |
| 12 | .0250 (.0089) | .0883 (-.0191) | -.0607 (-.0026) | .0110 (.0010) | .0156 (.0034) | -.0295 (.0023) | .0913 (.0052) | .0147 (-.0018) | .1067 (.0003) | -.0361 (-.0065) | 1 (-.0389) | -.0498 |
| 9 | .4253 | -.2413 | .2033 | .1653 | .3715 | -.0809 | .0224 | -.0226 | .1207 | .3250 | -.0498 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 101

Showing Possible Combinations of Path Coefficients with Stimulation and Autonomy in Present Environment (SF10: SAPE) as the Dependent Measure in a Recursive Model

| SFs | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 11 | 12 | 10 (dependent) |
|-----|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| 1 | 1 (.0782) | -.1023 (.0002) | .2471 (.0556) | .0867 (.0144) | .2443 (.0133) | -.0080 (-.0016) | .0450 (-.0021) | .0824 (.0104) | .4253 (-.0015) | .3626 (.0142) | .0250 (-.0022) | .1788 |
| 2 | 1 (-.0080) | 1 (-.0022) | -.0198 (-.0045) | .0476 (.0079) | -.0889 (-.0048) | .2288 (.0455) | .2335 (-.0111) | -.1894 (-.0239) | -.2413 (.0008) | .0226 (.0009) | .0883 (-.0078) | -.0071 |
| 3 | .2471 (.0193) | -.0198 (.0000) | 1 (.2251) | .0288 (.0048) | .2004 (.0109) | .0885 (.0176) | .0296 (-.0014) | .1534 (.0194) | .2033 (-.0007) | .3567 (.0139) | -.0607 (.0053) | .3142 |
| 4 | .0867 (.0068) | .0476 (-.0001) | .0288 (.0065) | 1 (.1657) | .2073 (.0113) | .1745 (.0347) | -.0009 (.0000) | .0244 (.0031) | .1653 (-.0006) | .1966 (.0077) | .0110 (-.0010) | .2341 |
| 5 | -.2443 (.0191) | -.0889 (.0002) | .2004 (.0451) | .2073 (.0344) | 1 (.0544) | .0445 (.0089) | .0825 (-.0039) | -.0275 (-.0035) | .3715 (-.0013) | .1971 (.0077) | .0156 (-.0014) | .1596 |
| 6 | -.0080 (-.0006) | .2288 (-.0005) | .0885 (.0199) | .1745 (.0289) | .0445 (.0024) | 1 (.1989) | .1172 (-.0056) | -.1068 (-.0135) | -.0809 (.0003) | .0059 (.0002) | -.0295 (.0026) | .2331 |
| 7 | .0450 (.0035) | .2335 (-.0005) | .0296 (.0067) | -.0009 (-.0002) | .0825 (.0045) | .1172 (.0233) | 1 (-.0476) | -.0976 (-.0123) | .0224 (-.0001) | -.0829 (-.0032) | .0913 (-.0080) | -.0339 |
| 8 | .0824 (.0064) | -.1894 (.0004) | .1534 (.0345) | .0244 (.0040) | -.0275 (-.0015) | -.1068 (-.0213) | -.0976 (.0046) | 1 (.1263) | -.0226 (.0001) | .1776 (.0069) | .0147 (-.0013) | .1593 |
| 9 | .4253 (.0332) | -.2413 (.0005) | .2033 (.0458) | .1653 (.0274) | .3715 (.0202) | -.0809 (-.0161) | .0224 (-.0011) | -.0226 (-.0029) | 1 (-.0035) | .3250 (.0127) | -.0498 (.0044) | .1207 |
| 11 | .3626 (.0283) | .0226 (-.0001) | .3567 (.0803) | .1966 (.0326) | .1971 (.0107) | .0059 (.0012) | -.0829 (.0039) | .1776 (.0224) | .3250 (-.0011) | 1 (.0391) | -.0361 (.0032) | .2205 |
| 12 | .0250 (.0020) | .0883 (-.0002) | -.0607 (-.0137) | .0110 (.0018) | .0156 (.0009) | -.0295 (-.0059) | .0913 (-.0043) | .0147 (.0019) | -.0498 (.0002) | -.0361 (-.0014) | 1 (-.0879) | -.1067 |
| 10 | .1788 | -.0071 | .3142 | .2341 | .1596 | .2331 | -.0339 | .1593 | .1207 | .2205 | -.1067 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 102

Showing Possible Combinations of Path Coefficients with Team Building and Productivity Concern (SP11: TBPC) as the Dependent Measure in a Recursive Model

| SPs | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 12 | 11 (dependent) |
|-----|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|--------------------------|-------------------|
| 1 | 1 | <u>-1.023</u> (-.2099) | .2471 (.0577) | .0867 (.0106) | .2443 (.0063) | <u>-.0080</u> (.0003) | .0450 (-.0055) | .0824 (.0111) | .4253 (.0825) | .1788 (.0063) | .2050 (-.0005) | .3626 |
| 2 | <u>-1.023</u> (-.0415) | 1 (.1563) | <u>-.0198</u> (-.0046) | .0476 (.0058) | <u>-.0889</u> (-.0023) | .2288 (-.0082) | .2335 (-.0284) | <u>-.1894</u> (-.0256) | <u>-.2413</u> (-.0468) | <u>-.0071</u> (-.0003) | .0883 (-.0019) | .0226 |
| 3 | .2471 (.0519) | <u>-.0198</u> (-.0031) | 1 (.2336) | .0288 (.0035) | .2004 (.0052) | .0885 (-.0032) | .0296 (-.0036) | .1534 (.0208) | .2033 (.0394) | .3142 (.0110) | <u>-.0607</u> (.0013) | .3567 |
| 4 | .0867 (.0182) | .0476 (.0074) | .0288 (.0067) | 1 (.1217) | .2073 (.0053) | .1745 (-.0062) | <u>-.0009</u> (.0001) | .0244 (.0033) | .1653 (.0321) | .2341 (.0082) | .0110 (-.0002) | .1966 |
| 5 | .2443 (.0513) | <u>-.0889</u> (-.0139) | .2004 (.0468) | .2073 (.0252) | 1 (.0257) | .0445 (-.0016) | .0825 (-.0100) | <u>-.0275</u> (-.0037) | .3715 (.0720) | .1596 (.0056) | .0156 (-.0003) | .1971 |
| 6 | <u>-.0080</u> (-.0017) | .2288 (.0358) | .0885 (.0207) | .1745 (.0212) | .0445 (.0011) | 1 (-.0357) | .1172 (-.0143) | <u>-.1068</u> (-.0144) | <u>-.0809</u> (-.0157) | .2331 (.0082) | <u>-.0295</u> (.0006) | .0059 |
| 7 | .0450 (.0094) | .2335 (.0365) | .0296 (.0069) | <u>-.0009</u> (-.0001) | .0825 (.0021) | .1172 (-.0042) | 1 (-.1216) | <u>-.0976</u> (-.0132) | .0224 (.0043) | <u>-.0339</u> (-.0012) | .0913 (-.0019) | <u>-.0829</u> |
| 8 | .0824 (.0173) | <u>-.1894</u> (-.0296) | .1534 (.0358) | .0244 (.0030) | <u>-.0275</u> (-.0007) | <u>-.1068</u> (.0038) | <u>-.0976</u> (.0119) | 1 (.1353) | <u>-.0226</u> (-.0044) | .1593 (.0056) | .0147 (-.0003) | .1776 |
| 9 | .4253 (.0893) | <u>-.2413</u> (-.0377) | .2033 (.0475) | .1653 (.0201) | .3715 (.0096) | <u>-.0809</u> (.0029) | .0224 (-.0027) | <u>-.0226</u> (-.0031) | 1 (.1939) | .1207 (.0042) | <u>-.0498</u> (.0011) | .3250 |
| 10 | .1788 (.0375) | <u>-.0071</u> (-.0011) | .3142 (.0734) | .2341 (.0285) | .1596 (.0041) | .2331 (-.0083) | <u>-.0339</u> (.0041) | .1593 (.0215) | .1207 (.0234) | 1 (.0351) | <u>-.1067</u> (.0023) | .2205 |
| 12 | .2050 (.0053) | .0883 (.0138) | <u>-.0607</u> (-.0142) | .0110 (.0013) | .0156 (.0004) | <u>-.0295</u> (.0011) | .0913 (-.0111) | .0147 (.0020) | <u>-.0498</u> (-.0097) | <u>-.1067</u> (-.0037) | 1 (-.0213) | <u>-.0361</u> |
| 11 | .3626 | .0226 | .3567 | .1966 | .1971 | .0059 | <u>-.0829</u> | .1776 | .3250 | .2205 | <u>-.0361</u> | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

Table 103

Showing Possible Combinations of Path Coefficients with Attribution-in-Failure (SF12: AP) as the Dependent Measure in a Recursive Model

| SPs | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 (dependent) |
|-----|--------------------|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| 1 | 1 (.0751) | -.1023 (-.0088) | .2471 (-.0097) | .0867 (.0032) | .2443 (.0114) | -.0080 (.0003) | .0450 (.0032) | .0824 (.0046) | .4253 (-.0243) | .1788 (-.0194) | .3626 (-.0106) | .0250 |
| 2 | -.1023 (-.0077) | 1 (.0859) | -.0198 (.0008) | .0476 (.0018) | -.0889 (-.0041) | .2288 (-.0080) | .2335 (.0163) | -.1894 (-.0105) | -.2413 (.0138) | -.0071 (.0008) | .0226 (-.0007) | .0883 |
| 3 | .2471 (.0186) | -.0198 (-.0017) | 1 (-.0394) | .0288 (.0011) | .2004 (.0093) | .0885 (-.0031) | .0296 (.0021) | .1534 (.0085) | .2033 (-.0116) | .3142 (-.0340) | .3567 (-.0104) | -.0607 |
| 4 | .0867 (.0065) | .0476 (.0041) | .0288 (-.0011) | 1 (.0372) | .2073 (.0097) | .1745 (-.0061) | -.0009 (-.0001) | .0244 (.0014) | .1653 (-.0094) | .2341 (-.0253) | .1966 (-.0057) | .0110 |
| 5 | .2443 (.0184) | -.0889 (-.0076) | .2004 (-.0079) | .2073 (.0077) | 1 (.0466) | .0445 (-.0016) | .0825 (.0058) | -.0275 (-.0015) | .3715 (-.0212) | .1596 (-.0173) | .1971 (-.0057) | .0156 |
| 6 | -.0080 (-.0006) | .2288 (.0197) | .0885 (-.0035) | .1745 (.0065) | .0445 (.0021) | 1 (-.0351) | .1172 (.0082) | -.1068 (-.0059) | -.0809 (.0046) | .2331 (-.0252) | .0059 (-.0002) | -.0295 |
| 7 | .0450 (.0034) | .2335 (.0201) | .0296 (-.0012) | -.0009 (-.0000) | .0825 (.0039) | .1172 (-.0041) | 1 (.0699) | -.0976 (-.0054) | .0224 (-.0013) | -.0339 (.0037) | -.0829 (.0024) | .0913 |
| 8 | .0824 (.0062) | -.1894 (-.0163) | .1534 (-.0061) | .0244 (.0009) | -.0275 (-.0013) | -.1068 (.0038) | -.0976 (-.0068) | 1 (.0554) | -.0226 (.0013) | .1593 (-.0172) | .1776 (-.0052) | .0147 |
| 9 | .4253 (.0320) | -.2413 (-.0207) | .2033 (-.0080) | .1653 (.0062) | .3715 (.0173) | -.0909 (.0028) | .0224 (.0016) | -.0226 (-.0013) | 1 (.0571) | .1207 (-.0131) | .3250 (-.0095) | -.0498 |
| 10 | .1788 (.0134) | -.0071 (-.0006) | .3142 (-.0124) | .2341 (.0087) | .1596 (.0074) | .2331 (-.0082) | -.0339 (-.0024) | .1593 (.0088) | .1207 (-.0069) | 1 (-.1082) | .2205 (-.0064) | -.1067 |
| 11 | .3626 (.0272) | .0226 (.0019) | .3567 (-.0141) | .1966 (.0073) | .1971 (.0092) | .0059 (-.0002) | -.0829 (-.0058) | .1776 (.0098) | .3250 (-.0186) | .2205 (-.0239) | 1 (-.0291) | -.0361 |
| 12 | .0250 | .0883 | -.0607 | .0110 | .0156 | -.0295 | .0913 | .0147 | -.0498 | -.1067 | -.0361 | 1 |

Note. Values outside parentheses are correlations, values within parentheses are path coefficients, and values underlined within parentheses show direct effects.

10. Stimulation and Autonomy in Present Environment
(SF10: SAPE).

11. Team Building and Productivity Concern (SF11: TBPC).

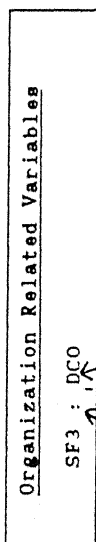
12. Attribution-in-Failure (SF12: AF).

It is customary to make a "causal model" before attempting to test it. However, the investigator felt that there were difficulties involved in doing so with the "second order factors". If one goes by the schematic representation mentioned earlier, the place of the sectors would be somewhat similar to that presented in Figure 11. Since the second order factors were obtained by all the primary factors regardless of their sectorial affiliations making separate causal analysis with each of the second order factors and simultaneously maintaining its sectorial position as well may be debatable. In order to strike a compromise, each second order factor is proposed to be analyzed by treating it as the last criterion while proceeding in the order mentioned above, that is, from SF1 to SF12. A comparison, if need be, may be made regarding sectorial affiliation of the SFs by referring to Figure 11, and a "sketchy" schematic representation of the causal linkages (Figure 12). A summary of the "direct causal" effects both in unidirectional and "conjectured" bi-directional terms appears also in Table 104 which may be referred to for visualization of the effects at a glance.

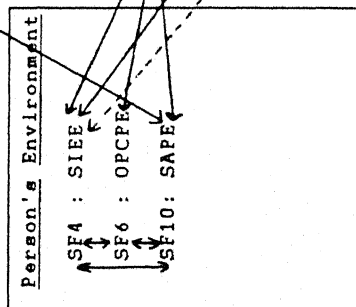
The first SF, namely Confident Hardworking Self-actualizer (SF1: CHSA) is treated in Table 92. The results showed that the highest magnitudes of direct causal effects on SF1 were those of

→ Representing hypothesized
 bi-directional causality
 ← Representing direct
 causal effects between
 second order factors

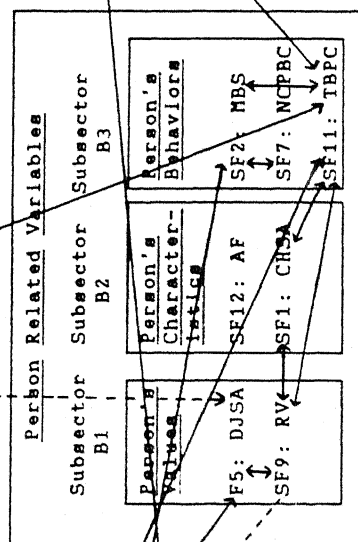
SECTOR C



SECTOR A



SECTOR B



SECTOR E

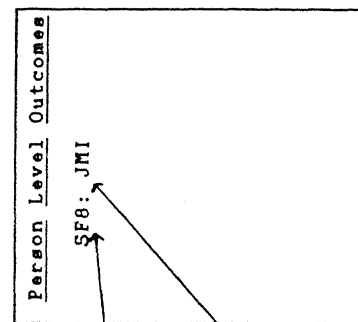


Figure 12. Summary schematic representation of the relationships emerging out of "causal" analyses with second order factors (refer to list of abbreviations for meaning of the abbreviations within the sectors).

Table 104

Summary of the Unidirectional and Bidirectional Direct "Causal" Effects Among Second Order Factors

| SFs | SF1: CHSA | SF2: MBS | SF3: DCO | SF4: SIEE | SF5: DJSA | SF6: OPCPE | SF7: NCTBC | SF8: JMI | SF9: RV | SF10: SAPE | SF11: TBPC | SF12: AF |
|------------|-----------|----------|----------|-----------|-----------|------------|------------|----------|---------|------------|------------|----------|
| SF1: CHSA | | | | | | | | | | | | |
| SF2: MBS | | | | | | | | | | | | |
| SF3: DCO | | | | | | | | | | | | |
| SF4: SIEE | | | | | | | | | | | | |
| SF5: DJSA | | | | | | | | | | | | |
| SF6: OPCPE | | | | | | | | | | | | |
| SF7: NCTBC | | | | | | | | | | | | |
| SF8: JMI | | | | | | | | | | | | |
| SF9: RV | | | | | | | | | | | | |
| SF10: SAPE | | | | | | | | | | | | |
| SF11: TBPC | | | | | | | | | | | | |
| SF12: AF | | | | | | | | | | | | |

Note. Double headed arrows represent bi-directional "causal" effects, and single headed arrows with broken lines represent the direct "causal" effects on the variables in the direction of the arrow head.

SF9 and SF11, in that order which meant that Rokeach's Values, and Team Building and Productivity Concern seem to be affecting SF1. All these three second order factors comprised of the primary factors constituting the Person Related Variables. In other words, the Person's Values and the Person's Behaviors might be taken to be affecting the Person's Characteristics. May be the person's characteristics are understood in terms of the perceived values held and the person's behaviors. Other effects were either relatively small or difficult to explain psychologically. Additionally, a multiple correlation coefficient (R) was calculated with SF1: CHSA as dependent and the SFs 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, and 12 as the multiple correlates. The R^2 turned out to be .26, meaning that 26 per cent of variance in SF1: CHSA was shared (or predicted by in a specific sense) with SFs 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, and 12.

Table 93 refers to Manipulative Behavioral Strategies (SF2: MBS). The highest magnitudes of direct causal effects were those of SF7, SF11, and SF6 in that order. This meant that the Manipulative Behavioral Strategies could be thought to be affected by Noncontroversial and Tolerant Behavioral Strategies, Team Building and Productivity Concern, and "Own People" Concern in Present Environment. It appears that the Manipulative Behavioral Strategies may be warranted by the three former concerns. The R^2 turned out to be .21.

Table 94 refers to Desirable Characteristics of Organization (SF3: DCO). The highest magnitudes of direct causal effects were those of SF11 and SF10 in that order. This meant that the

Desirable Characteristics of Organization might be thought to be affected by Team Building and Productivity Concern, and Stimulation and Autonomy in Present Environment. The R^2 turned out to be .23.

Table 95 refers to Stimulation and Independence in Early Environments (SF4: SIEE). The highest magnitudes of direct causal effects on SF4 were those of SF10, SF11, SF5, SF6 and SF9 in that order. The nature of this finding is little peculiar because the influences or the effects seem to be going backwards to the level of early environment. However, in case of the effects of SF5, SF6, SF10, and SF11, it seems to be case of bi-directional causality as would be evident from the direct effects on these variables of SF4 in the subsequent tables, that is Tables 96, 97, 101, and 102. However, the effect of SF9 on SF4 appears to be difficult to explain because SF4 does not show a reciprocity of the direct effect on SF9 (Table 100), and therefore perhaps it may be difficult to presume bi-directional causality in this case. A conjecture could be that since SF9 reflects the values and therefore a covariation of values may be expected even at an early stage environment. However, the idea needs further explorations and substantiation. The R^2 turned out to be .14.

Table 96 refers to Desirable Job Success Archetype (SF5: DJSA). The highest magnitudes of direct causal effects on SF5 were those of SF9, SF4, and SF3 in that order. This was an important finding in that Desirable Job Success Archetype might be thought to be affected by Rokeach's Values, Stimulation and Independence in Early Environments, and Desirable Characteristics

of Organization. It also made apparent the importance of values, environment, and the organizational characteristics in shaping up the success archetype. The \underline{R}^2 turned out to be .19.

Table 97 refers to "Own People" Concern in Present Environment (SF6: OPCPE) as the criterion. The highest magnitudes of direct causal effects were those of SF10, SF2, and SF4 in that order. This meant that "Own People" Concern in Present Environment might be thought to be affected by Stimulation and Autonomy in Present Environment, Manipulative Behavioral Strategies, and Stimulation and Independence in Early Environments. It also seemed that there could be bi-directional causality between SF6, and SF2 and SF4 (compare with the direct effects of SF6 on SF2 and SF4, Tables 93 and 95). The \underline{R}^2 turned out to be .15.

Table 98 refers to Noncontroversial and Tolerant Behavioral Strategies (SF7: NCTBS). The highest magnitude of direct causal effect was that of SF2. This meant that Noncontroversial and Tolerant Behavioral Strategies might be thought to be affected by Manipulative Behavioral Strategies. It would be interesting to note that this could be a case of bi-directional causality (compare with the direct effect of SF7 on SF2, Table 93). May be because being noncontroversial and patient is a prerequisite to manipulateness, and also in order to remain patiently noncontroversial, one would require to adopt a bit of manipulative strategies. The idea needs further testing though. The \underline{R}^2 turned out to be .10.

Table 99 refers to Job Mobility and Income (SF8: JMI). The highest magnitudes of direct causal effects were those of SF11 and SF10. This meant that Job Mobility and Income might be thought to be affected by Team Building and Productivity Concern, and Stimulation and Autonomy in Present Environment. It may be noted that the bi-variate relationship of SF8 was reasonable ($\underline{r} = .15$) with SF3 that is, Desirable Characteristics of Organization also although none of the path coefficients were good enough to warrant attention. It seemed that the SF8 could have a bi-directional causal linkage with SFs 11 and 10. The \underline{R}^2 turned out to be .13.

Table 100 refers to Rokeach's Values (SF9: RV). The highest magnitudes of direct causal effects were those of SF1, SF5, and SF11. This meant that Rokeach's Values might be thought to be affected by Confident Hardworking Self-actualizer, Desirable Job Success Archetype, and Team Building and Productivity Concern. It may be interesting to note that SF1 and SF5 (refer to Tables 92 and 96) could have a bi-directional causality, meaning that Desirable Job Success Archetype, and Confident Hardworking Self-actualizer had a bi-directional causal linkage with the construct of Rokeach's Values. The \underline{R}^2 turned out to be .34.

Table 101 refers to Stimulation and Autonomy in Present Environment (SF10: SAPE). The highest magnitudes of direct causal effects on SF10 were those of SF3, SF6, SF4, and SF8 in that order. This meant that Stimulation and Autonomy in Present Environment might be thought to be affected by Desirable Characteristics of Organization, "Own People" Concern in Present Environment, Stimulation and Independence in Early Environments,

and Job Mobility and Income. It could be interesting to note that there appear to be some kind of bi-directional causality between SF10 and SFs 3, 4, 6, and 8 (refer to Tables 94, 95, 97, and 99). Stimulation and Autonomy in Present Environment seem to be affected positively by the variables represented by SFs 3, 6, 4, and 8 in that order. The R^2 turned out to be .22.

Table 102 refers to Team Building and Productivity concern (SF11: TBPC). The highest magnitudes of direct causal effects on SF11 were those of SF3, SF1, SF9, SF2, SF8, and SF4 in that order. This meant that Team Building and Productivity Concern might be thought to be affected by Desirable Characteristics of Organization, Confident Hardworking Self-actualizer, Rokeach's Values, Manipulative Behavioral Strategies, Job Mobility and Income, and Stimulation and Independence in Early Environments. It could be highly interesting to note that there appear to be a bi-directional causal linkage with all the variables that had a direct positive causal effect on SF11. The R^2 turned out to be .30.

Table 103 refer to Attribution-in-Failure (SF12: AF). The results showed that Attribution-in-Failure did not have any heavily positive antecedent with a direct causal link. Other effects were either relatively small or difficult to explain psychologically. The R^2 turned out to be .04.

Taking a look at Figure 12 and Table 104, it appears that the variable, namely Team Building and Productivity Concern (SF11: TBPC) emerged as one of the most salient variables which had maximum number of causal and bi-directional linkages with other second order factors in the study.

Chapter 4

Discussion

This work primarily was regarding the structure and dynamics, and some of the probable antecedents and consequences of a construct that has been identified in the literature as executive success. There may be different reasons as to why people accept organizational membership, but eventually some kind of a normative convention has come into existence regarding the structure and processes of social organizations especially in the democratic societies. Starting from the unorganized enterprise, the human engineering (Taylor, 1911), the human relations (Mayo, 1933), and right up to the present affiliation to the human resource movement's perspective, the dominant coalition has been having a larger share of say in the design and requirements of the organization. Though it may be noted that some of the Indian experiences tend to show that the lower level role incumbents sometimes might have a greater say than the middle level role incumbents, as evidenced in the works of C.B.P. Singh (personal communication, May 1, 1989) and A.K. Tiwari (personal communication, May 19, 1989). Until few years ago, the dignity of freedom and the area of free choice of the role incumbents had largely been a matter of compliance to the organizational and societal norms.

Although it is a matter of debate but the individual's dignity of freedom and the area of free choice in terms of goal

setting and its persuasion might be looked upon as a function of history of the course that the development of societies seems to have taken in general. That is to say that depending upon whether the role incumbent existed in preindustrial, industrial, or post industrial societies; the area of free will of the individual would be likely to vary. This would be so largely because as a society moves toward the apex of its development, the situational structure of the society itself might take care of the "maintenance" or the routine requirements of the individuals' existence. Thus the individual in such a situation could be in a position to afford to transcend the barriers that impede the flow of his or her inherent potentialities toward self-actualization guided by the free will, and with dignity.

The basic premise on which this work was carried out was that freedom combined with dignity is a person's birth right that ought to be accorded, only more so in a society that professes allegiance to democratic values. These considerations give rise to a number of issues. One would need to settle down over various and at times conflicting considerations though. For example, what is it that is important and to what extent? Is it the macro level entities such as the organization and the society consisting of a presumed normal (or some other specified) distribution of various characteristics which should be given priority over an individual or a small number of individuals? Alternatively, would one contend that a handful of "worthwhile" individuals should be at the helms of the affairs and if that is so, who should have the authority to decide upon the worthiness

of such individuals? There could be many more questions like these.

Adhering to the golden mean, it may be safe to presume that so long as the "goal" of the organization is not likely to be jeopardized, the individuals should be allowed to pursue their "own goals". Certainly it would be ideal if the individual and the organizational goals can be made compatible but until such time as that can be guaranteed, the former stand may not be grossly unreasonable. Considering that, by definition, the individuals are micro level and the organizations, by comparison, are the macro level entities, the probability of both of them having identical goals could be low because the very structural magnitude of the entities in question would put constraints on the congruence between the goals of the two.

Until recently, the measure of the worth, or more precisely, the success of a person that had most frequently been used was from the perspective of the agents or the agencies beyond the boundaries of physical existence of the individual in question. That is to say that an individual would be treated as a success or a failure depending on whether (s)he accomplished what was expected out of him or her by the societal norms or the significant others who, again, were guided by the spatio-temporal specifics of the societal norms. The main issue in this work was the exploration of the views people hold about their success from their very own perspective. It was conjectured that diverse people would possess varied notions about what would it be, the attainment of which would give them the sense of having attained success in their own eyes, from their own perspective, and by

their very own yardstick. This was but the central theme around which the general framework was erected at the stage of commencement of this work. Several other related aspects got attached to the central theme as the work progressed.

Apparently the needs, desires, ambitions, and ideals of persons do not acquire shape out of the blue and start existing in a vacuum. A person is born, acquires maturity; enters into an organization, acquires organizational maturity; and by the time (s)he is ready to transcend the pinnacle of organizational existence, the departure is marked with a reservoir of inputs and a unique account of outcomes of the person's existence (A.K. Sinha, personal communication, February 24, 1989). It should be interesting to note for any keen observer of human behavior and social systems that how much importance is given to the momentarily valued systemic outcome and how less significance often times is attached to the resultant state of being of the human embodiments which comprise a vital portion of social systems. The outcomes measurable in terms of social psychological constructs that go into the making of the state of being of the human organism transcending momentarily valued norms governed by the perspective of beneficiary agencies ought to form an important domain of enquiry. Consequently, it may be argued that maximization of returns to the "organization" by all means need not be the only criterion of effectiveness and that the individually desirable state of existence of the role incumbents in itself is important because it comprises what would ultimately reflect in the state of the system as a whole (A.K. Sinha,

personal communication, February 24, 1989). A related strand of argument could be that the desirability of the state of existence of role incumbents would be enhanced if they accomplish what they want. This is another reason why the study of what has been termed as the idealized success should be important.

As it has been mentioned, the construct of idealized success might be understood better in conjugation with some allied constructs. A person's notion of the idealized success could be a function of a number of things. Important ones among such things could be the environment in which the person grows, the value system that the person acquires, a number of characteristics including the personality and the behavioral styles, the reinforcement value of the person level outcomes including satisfaction that the person derives, the perceived contribution of the person to the organization, and a host of organization related variables would all impinge upon the role incumbent and would likely to interact with one another to generate specific influences that would act toward the determination of not only the persons' notion of the idealized success but also toward the determination of the organizational dynamics as a whole. Based upon this premise, the variables thought to be having relevant association with the thrust variable, namely the idealized success had been incorporated and arranged in a scheme of variables making for a conceptualization of organizational dynamics as depicted in Figure 1 (p. 25). The considerations guiding the inclusion of variables in the study have already been described earlier.

A number of analyses with regard to the several research questions had been performed that have already been mentioned in the results section. Considering the volume and the nature of intricate specifics of the multivariate statistical findings, it may become rather unwieldy to discuss each and every bit of findings accruing out of each of the analyses. Hence it is proposed to take up only the salient findings for the purpose of discussion and the results section itself may be referred to with an eye for details, should the amplification of finer aspects and the subtle nuances of the results be desired to be had for finer appreciation.

This study subscribed largely to the multivariate approach for the purpose of statistical analyses. However, at times reference would also be made to certain coefficients emanating from univariate statistical analyses, for instance, the zero order product moment coefficient of correlation (Appendix E). Success, and more specifically the concept of idealized success, would be in the focus of attention. After a brief recapitulation of the perspectives on success in this study, the salient findings with regard to the construct of success as well as in the context of organizational dynamics in general, would be discussed in the section to follow.

To recapitulate, until recently the success of a person used to be operationalized in terms of material returns with respect to the inputs (including the temporal and the energetic inputs). The returns considered as desirable, typically had the connotations associated with a machismo world. It was realized

that success brings glory but together with a share of some darker aspects as well. With the greater upliftment of the homogenized societies, the societal members started feeling a need to be let free to pursue their own interests and convictions rather than to allow themselves to be subjugated to any external norm that would render them successful but only in terms of some external criteria.

Since this study took a departure from the "established" concept of the construct of success, it was proposed to retain the traditional and established criterion of success in the study in order to provide for an anchor of comparison. Secondly, the concept of idealized success was incorporated which was the thrust variable. Thirdly, the perceived self-success was another aspect of success that was included. Lastly, some of the characteristics acknowledged to be associated with successful persons were also incorporated. Thus, in total, the four major aspects of success were included in the study. The two aspects of success, namely Idealized Success, and Characteristics of Successful Person would form part of the sector in the conceptual scheme consisting of the Person Related Variables; and remaining two of the aspects of success, namely Conventional Criterion of Success, and Perceived Self-success Index would form part of the sector named Person Level Outcomes.

It was proposed that the organizational dynamics could be broadly categorized into two levels, namely person level, and organizational level. Consequently, it was proposed that the environmental forces and the organization related variables would influence the person related variables and subsequently, these

would give rise to certain person level as well as the organization level outcomes. The construct of idealized success, as mentioned earlier, would form a part of the person related variables. The person related variables were further trichotomized into the categories of (a) values, (b) characteristics, and (c) behaviors. More specifically, the construct of idealized success would form a part of subsector of person related variables, named Person's Values. It was conjectured that the idealized success could also be a matter related to or a subset of values people hold. In the backdrop of these considerations, the construct of success and other variables in the study were explored in a number of ways. The relevant details for discussion follow.

Perspectives on the aspects of success. To study the construct of idealized success, the respondents were asked as to what extent the attainment of certain things would give them the feeling and satisfaction of having attained success in their lives as a whole. The responses, upon factor analysis, yielded seven dimensions of idealized success. They were (a) Omnibus Success (OS), (b) "Own People" Success Archetype (OPSA), (c) Excellent Work Life (EWL), (d) Comfortable Living (CL), (e) Leadership and Power (LP), (f) Job Prestige and Stability (JPS), and (g) Patriotism and Altruism (PA). The characteristics of successful person had yielded two factors upon factor analysis, namely Desirable Characteristics of Successful Person (DCSP), and Dominant and Ambitious (DA). Besides perceived self-success had yielded a single factor upon factor analysis that was named as Perceived Self-success Index (PSSI), and of course the last of

the indexes was an index of Conventional Criterion of Success (CCS) which was the ratio of salary by age.

No study, that the investigator is aware of, reports having delineated factors exactly similar to those identified in this study with regard to idealized success, and perceived self-success on the basis of empirical data. Nevertheless, the ideas contained in the structure of the factors of idealized success may be thought to be coming closer to the findings of scholars like Childs and Klimoski (1986), Hall and Isabella (1985), Mizruchi (1964), and Tarnowieski (1973). Of course, a number of studies have been conducted with the conventional criterion of success (e.g., Ansari et al., 1982; England & Lee, 1974; Ryan et al., 1981; Watson & Williams, 1977; Williams & Harrell, 1964), and isolated characteristics of successful persons (e.g., Jurgensen, cited in Campbell et al., 1970), the details of which have already been mentioned in the introduction section.

A perusal of the Appendix E would reveal that Conventional Criterion of Success was significantly correlated with Perceived Self-success Index ($r(308) = 0.19, p < .01$), but it was not positively significantly correlated with any of the dimensions of Idealized Success nor was it correlated with any of the two dimensions of Characteristics of Successful Person. It was interesting to note that on the one hand, the Conventional Criterion of Success was positively related to Perceived Self-success Index and on the other hand, it had either insignificant relationships (with the dimensions of Characteristics of Successful Person, and four of the dimensions of Idealized Success) or had a negative relationship with three of the

dimensions of Idealized Success, namely "Own People Success Archetype, Comfortable Living, and Job Prestige and Stability. Although such correlational results technically may become difficult to interpret in a multivariate situation, the indications that one gets out of the just mentioned zero order correlations probably point to the following.

1. The sample of respondents did consist of people who could be evaluated on all the four aspects of success included in the study. These aspects were (a) the Conventional Criterion of Success, (b) the seven dimensions of Idealized Success, (c) the two dimensions of Characteristics of Successful Person, and (d) the Perceived Self-success Index.

2. The Conventional Criterion of Success correlated positively with the Perceived Self-success Index. This could mean that the "advantaged" people, that is those getting high salary relative to their age, did perceive themselves to be successful.

3. The "advantaged" people were not possessed of any definite attributes presumed to be the characteristics of the successful persons (the correlation of CCS with DCSP and DA being insignificant).

4. Interestingly, although the Conventional Criterion of Success was correlated with Perceived Self-success Index, these two showed mutually different patterns of relationships with the dimensions of Characteristics of Successful Person. The Characteristics of Successful Person (DCSP and DA) were related with Perceived Self-success Index but not with the Conventional

Criterion of Success. This might indicate that the Perceived Self-success Index may be taken to be an index of both the characteristics of the successful person as well as that of the advantaged people (scoring high on CCS). Not only this, but except for one dimension of Idealized Success, namely "Own People" Success Archetype; the Perceived Self-success Index had significant positive relationships with all other aspects of success. This could point to an important inference that self perception, or more specifically Perceived Self-success Index could be a fair representative index of the magnitude of the success on various aspects.

5. From among the dimensions of Idealized Success, the "Own People" Success Archetype had insignificant relationships with Omnibus Success, and Excellent Work Life. Apart from these, all other dimensions of Idealized Success had positive relationships with one another. This indicated that although the data yielded seven distinct identifiable dimensions of Idealized Success, there could be some overlap between these dimensions in the cognitive universe of the respondents.

6. Considering that the major point of departure in this study was to look for the indexes of success apart from that conventionally employed, it could be interesting to note the relationship of the Conventional Criterion of Success with the other aspects of success. The advantaged people (high on CCS), it seemed, did not define their idealized success in terms of "Own People" Success Archetype, or Comfortable Living, or Job Prestige and Stability. Another way of looking at these findings could be that people who were successful in the conventional sense

probably did not care much for their "own people", or comfort in living, or job prestige and stability. Probably these are the people who evaluate their success just in terms of money they are able to get, relative to their chronological age. Such people also did not seem to possess any identifiable characteristics from among the characteristics of the successful person. Looking at the findings in the reverse order probably it may also be argued that people who define their idealized success in terms of "Own People" Success Archetype, Comfortable Living, and Job Prestige and Stability may not be concerned about increasing the ratio of salary by age. Also for people possessed of the characteristics found in successful person, and for people having definitions of idealized success in terms of Omnibus Success, Excellent Work Life, Leadership and Power, and Patriotism and Altruism; the maximization of the Conventional Criterion of Success probably does not matter much.

These findings point toward several possibilities. The first could be that the "Own People" Success Archetype may just have instrumental value, and therefore, this orientation is no longer required by them who have managed to get success (albeit in conventional sense only). The second possibility may be the "grapes are sour attitude", meaning that those who could not achieve success (again in conventional sense) somehow effected a change in their attitudes and started defining their "targeted" success in terms other than conventional one. The third possibility of course could be that due to the impact of changing times, a change has indeed taken place in the attitude of people

toward definition of success. Probably more exploration is required to settle these issues.

Idealized success via-a-vis conventional criterion of success and perceived self-success index. This study subscribed to the multivariate stand and consequently, although the relationships among the dimensions of idealized success and other aspects of success had been seen in terms of zero order correlations, it was proposed to re-examine the relationships of the dimensions of Idealized Success with Conventional Criterion of Success and the Perceived Self-success Index in a multivariate perspective. Thus the question number 39 in the results section was addressed to this issue in which canonical correlation (CC) analysis was used. The results showed that two CCs were obtained explaining 13 and 10 per cent of variance respectively. The first CC results (refer to Table 41) could be interpreted to mean that people high on Conventional Criterion of Success would not subscribe to the definitions of idealized success in terms of "Own People" Success Archetype, Comfortable Living, and Patriotism and Altruism. These results were somewhat similar to those obtained on the basis of zero order correlations and consequently more or less, the explanations would also remain to be the same.

The second CC result (Table 41) of course was a little different and it showed that people "simultaneously" high on Perceived Self-success Index as well as on Conventional Criterion of Success might subscribe to idealized success dimensions in terms of Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, and Patriotism and Altruism. This

probably was due to the fact that it was Perceived Self-success Index which had the considerable high canonical loading (.97) compared to that of Conventional Criterion of Success (canonical loading = .65). This meant that the right hand variate could be thought of as primarily composed of Perceived Self-success Index rather than Conventional Criterion of Success, and thus the variables loading high on left hand variate could be taken to be as related to Perceived Self-success Index. With this view, the results obtained in the zero order correlations again were compatible, and therefore, the explanations would broadly remain the same as given while describing the zero order correlations of Perceived Self-success Index with the dimensions of Idealized Success. To recapitulate, people high on Conventional Criterion of Success did not really seem to be defining their idealized success in terms of the dimensions obtained, however, people having various definitions of Idealized Success (except "Own People" Success Archetype, and Job Prestige and Stability in CC results) perceived themselves to be successful.

The predictive strength of the variables related to person's environment, person, organization, and organization level outcome for promotion, conventional criterion of success, and perceived self-success index. The main thesis of the present work was to make explorations about the subjectively defined success. However, as has also been mentioned earlier, in order to provide a perspective to this end, it could be interesting and worthwhile to include some other indexes of success as well. Two such indexes have already been mentioned, namely Conventional

that these factors could contribute positively toward promotion of the role incumbents, and insofar as promotion of role incumbents on a given situational structure may be treated as desirable by the relevant decision making agencies (and that of course ideally would include the role incumbents themselves especially in consideration to the framework of the present study), these factors deserve premium. These results may be treated as noteworthy because no earlier study seems to exist that has been conducted taking these variables into account and has pointed toward such relationships or possibilities.

The results concerning Conventional Criterion of Success (CCS) showed (Table 37) that CCS could be "affected" by Parental Socio-economic Status, Independence Emphasis and Stimulation in Present Work Environment, Lower level Needs Satisfying Work Situations, and Internal Attribution in Success. These factors belonged to sectors a and b. This again meant that insofar as success could be operationalized in terms of the ratio of salary by age, such success could be positively "affected" by the above mentioned factors and therefore these may be maximized if a concern is toward the maximization of so-called conventional success. No studies are available concerning most of the factors relating to success except in case of Internal Attribution in Success where it has been pointed that people have a tendency to ascribe success to internal factors (Heilman & Stopeck, 1985b; Weiner, 1985).

Let us take a relook at the factors "affecting" Conventional Criterion of Success. They were Parental Socio-economic Status,

Independence Emphasis and Stimulation in Present Work Environment, Lower level Needs Satisfying Work Situations, and Internal Attribution in Success. These factors point to several inferences which may or may not be considered "desirable" in a society with democratic ideals. Obviously it may not be desirable to advocate that only those people should be taken in who have had a better parental socio-economic status. It would be going against democratic ideals. Of course it may be suggested that a premium should be put on enhancing the general socio-economic status of the masses so that their offsprings could be benefitted by its impact in terms of CCS.

Independence Emphasis and Stimulation in Present Work Environment is certainly something that may be build into job design and organizational climate or work culture. It is here that the role of dominant coalition and management in general should acquire salience and there does appear to be ample scope of working toward it through well established management techniques and practices.

Internal Attribution in Success is something rather "internal" by definition, however, by using appropriate techniques, "success feedbacks", and putting the role incumbents on jobs where chances of success are fairly high, the frequency of internal success attributions may be increased which in turn may contribute to a heightened self-esteem and sense of self-efficacy or personal effectiveness which are known to have rather far reaching "positive" ramifications in an organizational setting.

Perceived Self-success Index was another aspect of success of which the strength of association with other variables in the study were examined. The results (Table 38) showed that PSSI could be "affected" by Quality through Self and Mutual Development, Achievement and Independence Reinforcing Present Work Environment, Dominant and Ambitious, Internal Locus of Control, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, and Quality through Team Building. These factors also belonged to sectors a and b. The results showed that the perception of self-success could be affected by the above mentioned factors. Considering that the perception of self-success may give rise to heightened self-esteem and a sense of self-efficacy, these factors may be emphasized given that there could be some truth in the saying that 'nothing succeeds like success'.

Among the variables that have been identified as the significant predictors of Perceived Self-success Index, two of the variables, namely locus of control, and values have been reported to be related to success by some other researchers too. Andrisani and Nestel (1976) found that career success led to greater internality. Following the experiences of success and failure, shifts in locus of control have been indicated (Anderson, 1977; Krolick, 1979). Similarly, some of the studies (e.g., Brunson, 1985; England & Lee, 1974; Ryan et al., 1981; Watson & Williams, 1977) have found the relationship between values and success. Munson and Posner (1980) found that values distinguished between respondents with higher versus lower self-

perceived success. England and Lee (1974) reported that more successful managers tend to emphasize pragmatic, dynamic, and achievement oriented values whereas less successful managers prefer more static and passive values.

Just now the three aspects of success were discussed one by one in relation to the other variables in the study. Referring to Appendix E, it would be revealed that the three aspects of success had been significantly positively related with one another, although the magnitudes of correlation coefficients were not very high. There are two points that are noteworthy. First, that the three aspects of success were not uncorrelated. Secondly, apart from the factor called Independence Emphasis and Stimulation in Present Work Environment which was a significant predictor in case of both Promotion as well as CCS; the significant positive predictors for the three additional aspects were mutually different. The point that is being made is that despite their being the presence of "significant" correlations among themselves, the other factors having strong associations with the three success aspects were mutually, by and large, different and therefore different sets of factors would need to be maximized depending on which of the three aspects (i.e., Promotion, Conventional Criterion of Success, and Perceived Self-success Index) is in the focus of attention for either individual or organizational purposes.

Some success indexes in relation to the satisfaction indexes. While it is generally accepted that satisfaction by itself may not act toward the increased efforts culminating necessarily into heightened performance, the general value of

satisfaction toward maintenance of the employees and organizational health as well as its importance toward a desirable general state of affairs may not be denied. At least from one point of view, satisfaction may be thought to be a function of the discrepancy between what is desired and the actual accomplishment of that. It would be recalled that at the time of the operationalization of the construct of idealized success, it was asked of the respondents as to what is it the attainment of which would give them the feeling of having attained success in life.

Subsequently, it was also asked of the respondents as to what extent that particular desired thing they had actually been able to attain in reality; and thereby a discrepancy score was obtained (details appear in the method section). Lower the discrepancies, greater the satisfaction would be presumed. Unfortunately, due to the methodological problem of having derived the satisfaction score out of the idealized success score only, the examination of the relationship of such a derived satisfaction score with the idealized success scores could become questionable. However, it would be recalled that Perceived Self-success Index had shown significant positive relationships with all the dimensions of Idealized Success except one, namely "Own People" Success Archetype. It also had positive relationships with the dimensions of Characteristics of Successful Person.

Under the circumstances marked by difficulty in relating satisfaction scores with idealized success scores, it was proposed that in order to see the relationship of success with satisfaction, the two aspects of success, namely Conventional

Criterion of Success, and Perceived Self-success Index would be related with the two dimensions of satisfaction, namely Job Satisfaction, and Off-the-Job Satisfaction (refer to introduction section for details on the dimensions of satisfaction included in the study). The question number 37 of results section was addressed to this issue. The results based on canonical correlation (Table 39) showed that the two aspects of success were related significantly to the two dimensions of satisfaction although not a great amount of variance (just 9 per cent) was shared between the left and the right hand variates. The only study that investigator could locate relating satisfaction with success was that by Bray and Howard (1980) who reported getting evidence that showed an association between career success and satisfaction.

In real terms it showed that even though statistically the relationship between success and satisfaction was positive and valid, the meager amount of shared variance possibly indicated that not a very high association between success and satisfaction might be existing. May be because the sources of success and sources of satisfaction would be different. As pointed out earlier, the relationship between success and satisfaction could not be thoroughly examined with high sophistication due to methodological complications. Therefore, it may be advisable to explore this relationship with greater methodological sophistication and rigorous measures before arriving at a conclusion more definite than suggested by the present results.

Relationship of certain success and satisfaction indexes with other variables. Just now the relationship between

Conventional Criterion of Success, Perceived Self-success Index, and two kinds of Satisfaction has been discussed. The two indexes of success could also be conceived of as the objective and subjective indexes of success respectively. Similarly, the two indexes of satisfaction could also be conceived of as the indexes of job satisfaction and off-the-job satisfaction respectively. It would be recalled that not a very high correlation existed between the indexes of success and that of satisfaction. It could be interesting to explore the relationship of the indexes of success and satisfaction with other variables in the study (excluding idealized success) because success and satisfaction could at least theoretically be conceived of as contributors to desirable state of human existence. The question number 38 of the results section was addressed to this issue. The results (Table 40) based on canonical correlation showed that the three sets of canonical correlations were obtained. In the first set, (a) Perceived Self-success Index and Job Satisfaction were maximized, in the second set, (b) Job Satisfaction, and Off-the-Job Satisfaction were maximized, and in the third set, (c) Off-the-Job Satisfaction and Conventional Criterion of Success were maximized. A perusal of the zero order correlation in the Appendix E would reveal the following facts. The correlation between Perceived Self-success Index and Job Satisfaction was .28, between Job Satisfaction and Off-the-Job Satisfaction was .69, and Off-the-Job Satisfaction and Conventional Criterion of Success was .04. Also it would be noted that Conventional Criterion of Success correlated .19 with

Perceived Self-success Index as mentioned earlier also, and .10 with Job Satisfaction. Thus the zero order correlations and the canonical correlation results suggested the following.

The first CC results showed that Perceived Self-success Index and Job Satisfaction were correlated and for their joint maximization, the variables that might need to be maximized would be a number of factors belonging to sectors a, b, c, and d. Since too many variables had formed the left hand variate, they are not rementioned here (they of course can be located in the results section). The studies (related to the variables forming the left hand variate) have shown that environmental factors (Louis et al., 1983; Sinha et al., 1987), values (Ronen, 1978), work ethic (Aldag & Brief, 1975; Blood, 1969; Goodale, 1973; Pinsfield, 1984), attribution (Norris & Niebuhr, 1984; Porac, Nottenburg, & Eggert, 1981), locus of control (Kulkarni, 1983; Pettersen, 1985; Singh, 1978; Vecchio, 1981), climate (Batlis, 1980; Carpenter, 1971; Downey et al., 1975; Muchinsky, 1977; Payne et al., 1976; Srivastava & Pratap, 1984), leadership (Stogdill, 1974), and organizational effectiveness (Kanungo, 1986) may be related to satisfaction. Similarly there are studies showing the relationship of success with values (Brunson, 1985; England & Lee, 1974; Munson & Posner, 1980; Ryan et al., 1981; Watson & Williams, 1977), attribution (Heilman & Stopeck, 1985b; Weiner, 1985), and locus of control (Anderson, 1977; Andrisani & Nestel, 1976; Krolick, 1979). It may be inferred that for a joint maximization of the Perceived Self-success Index, and Job Satisfaction (more particularly Perceived Self-success Index justified by its higher loading of .70 on the variate compared

to that of Job Satisfaction which was .32), the above mentioned variables should be taken care of and attempt should be made to maximize them, may be keeping in view the situational contingencies.

The second CC results indicated that Job Satisfaction and Off-the-Job Satisfaction were highly correlated ($r = .69$) and for their joint maximization, the variables that might need to be maximized would be Independence Emphasis and Stimulation in Present Work Environment, and Achievement and Independence Reinforcing Present Work Environment. The results pointed to the possibilities that Job Satisfaction and Off-the-Job Satisfaction may covary and the work environment may have an important role to play in their facilitation. Although no finding exactly similar to the one in the present study was come across regarding the relationship between the positive aspects of present work environment and satisfaction, it has been contended that the helpfulness of various socialization practices in an organization as reported by newcomers appear to affect their feelings of subsequent job satisfaction and commitment (Louis et al., 1983; Sinha et al., 1987). The salient finding in the second CC seem to be that the present work environment and especially independence emphasis and stimulation, and achievement and independence reinforcement aspects of it could be conducive to both the job and off-the-job satisfactions, and that (as also evident by a high correlation i.e., $r = .69$) the job satisfaction and off-the-job satisfaction may best be understood as going hand in hand.

The third CC results showed that Off-the-Job Satisfaction, and Conventional Criterion of Success were uncorrelated however, for their joint maximization, the variable that might need to be maximized would be Parental Socio-economic Status. The Parental Socio-economic Status seem to be related to (in the third CC) Off-the-Job Satisfaction as well as Conventional Criterion of Success. However, considering that the canonical loading of Conventional Criterion of Success was higher (.76) compared to that of Off-the-Job Satisfaction (.30), the right hand variate could be more reflective of Conventional Criterion of Success rather than Off-the-Job Satisfaction. Hence in a way higher Parental Socio-economic Status may be thought to be related to the higher degree of success in terms of the conventional criterion. This probably would be so because higher Parental Socio-economic Status might provide for an advantaged background that persists and gets reflected in terms of an advantaged position comprising higher salary relative to age. Studies suggest that socio-economic status could be related to satisfaction (Inkles, 1960; Porter, 1984; Porter & Coshall, 1987). However, its relationship to success has not been amply explored in the erstwhile studies.

The results of the third CC suggested that chances are that successful people in terms of the conventional criterion might have a linkage to their better parental socio-economic status. This finding may have more than one implications and it would depend on the situational structure how this knowledge can be used. For instance, if one wishes to have successful persons (in terms of CCS), only those may be screened in who have had better

parental socio-economic status. On the other hand when it comes to designing the reward contingencies, the parental socio-economic status may ideally be partialled out because this would presumably give undue advantage to a role incumbent over an otherwise comparable colleague, but lacking in terms of parental socio-economic status.

Idealized Success in Relation to the Sectors in the Study

So far it has been pointed out that the aspects of success included in this study were idealized success, conventional criterion of success, characteristics of successful person, perceived self-success index, and in tangential terms also the promotion. In this connection, the relationships of all these variables had been explored with one another. Also the relationships of the aspects of success with the other variables in the study had been explored using certain statistical techniques based on which a few conclusions were drawn.

The overall pattern of the results seemed to suggest that there could be some justification for looking beyond the conventional criterion of success. The reason is that the data indicated the existence of some other aspects of success which do not exactly covary with the conventional criterion of success.

Having got the indication that the construct of idealized success may indeed have an identity distinct from that of the conventional criterion of success, it could be worthwhile to explore the relationships of the dimensions of idealized success with the variables contained in various sectors. It would be recalled that the conceptual scheme of this study incorporated

the variables constituting the broad categories or sectors of Person's Environment, Person Related Variables, Organization Related Variables, Organization Level Outcome, Person Level Outcomes, and Satisfaction. In the section to follow, it is proposed to examine the relationships of the dimensions of idealized success with the variables in various sectors. Of course, the sector comprising satisfaction would be excluded from such explorations in order to avoid the possible tautology of relationship since the satisfaction scores were primarily derived from the constituents of idealized success only.

Idealized success with respect to the person's environment.

The first in the series of explorations with idealized success dimensions to follow was an examination of the relationships of Person's Environment (sector a) with the dimensions of Idealized Success. It was considered worthwhile to take a look on what kind of environmental forces make for what kind of differential definition of idealized success in the role incumbents. This was the issue that was addressed in question number 4 in the result section. The results had shown that in general the environmental forces were correlated with the dimensions of idealized success, and the amount of shared variance (in first CC, Table 6) was 23 per cent. Also the "Own People" Success Archetype had significant amount of shared variance with the emphasis on own people concern in all the four levels of environment (second CC results, Table 6). This again showed that the environmental emphases tend to contribute to definition of idealized success a person would likely to have. The third CC results (Table 6) had shown that presence of achievement and independence reinforcement

in the present work environment could make for a lack of idealized success definition in terms of omnibus success, and comfortable living. These being correlational results, the findings might also be taken to suggest that people who have a tendency to negate omnibus success, and comfortable living might belong to a work environment where achievement and independence are reinforced.

Nevertheless, in summary it may be safe to assume that there could be a reasonable amount of shared variance between the person's environment and the idealized success definitions that the person may have. Therefore, even if the causal linkages might be considered debatable, probably control and design of person's environment may influence some variance in person's idealized success definitions. In other words, for screening and development purposes, person's environment seems to be an important variable to take care of if the person's idealized success definitions could be presumed to be an important factor for the existence of a specific kind of socio-technical system within the organizational framework.

Not many studies in the organizational perspective are available that show the direct and specific linkages of person's environment with idealized success. However, considering that the environment may also consist of the person having modelling effect on role incumbents, some studies do show a linkage between characteristics of the model and the role incumbent emulating the model (Aronfreed & Paskal, 1966; Kanareff & Lanzetta, 1958; Leikowitz et al., 1955; Shafer, cited in Flanders, 1968; Walters

et al., 1963; Weiss, 1977). Although it was not included as a specific variable per se in this study, but considering that the efficacy of modelling may be a function of personal power that is a composite of referent, expert, knowledge, and connection power bases (French & Raven, 1959; Hersey & Goldsmith, cited in Hersey & Blanchard, 1985, p. 178; Raven & Kruglanski, 1970), the models may be thought to enact their behaviors so as to influence the respectively compatible success ideals of the role incumbents.

Idealized success in relation to person related variables.

Next in the series of explorations with idealized success dimensions was an examination of the relationships of Person Related Variables (sector b) with Idealized Success dimensions. It may, however, be pointed that idealized success itself was conceptualized to be a part of sector b and more specifically that of subsector b1, namely Person's Values; and therefore the interpretations of the results may be taken with a note of caution. The relationship of sector b with idealized success was dealt with question number 41 of the results section. The results had showed that four kinds of "maximized" relationships might exist between dimensions of idealized success and other variables of sector b as evidenced in the four CCs (Table 43). Since a very large number of variables have had salient loadings in the left hand variate of relatively large magnitudes in the first CC, it is proposed that they should be looked at in the results section itself. Out of the idealized success dimensions, however, all the dimensions except "Own People" Success Archetype had high loadings on the right hand variate. It was noteworthy that the person related variables could indeed be important with

regard to idealized success as the two had the shared variance up to the extent of 59 per cent.

The second CC results (Table 43) could be interpreted to mean that those lacking in Positive Self-concept (a dimension of self-esteem construct) may not define their idealized success in terms of "Own People" Success Archetype, and Comfortable Living. "Own People" Success Archetype having a considerable higher canonical loading (.95) compared to that of Comfortable Living (.33) might reflect the right hand variate in a more representative way. Accordingly, it may be said that the persons having lack of positive self-concept might not have success definition in terms of "Own People" Success Archetype (and may be vice versa also). Such result was also indicated by a negative zero order correlation between "Own People" Success Archetype and Positive Self-concept (Appendix E). Probably it is people with low positive self-concept who are more particular about their "own people". Of course, the full results of the second CC indicated much more than this and it is suggested that the results section be consulted for a fuller visualization for intricacies of the results.

The third CC results (Table 43) could be interpreted to mean that people low on Factor E of 16 PF, and Dominant and Ambitious (a factor of characteristics of successful person) could be less likely to define their idealized success in terms of Excellent Work Life (EWL), and Leadership and Power (LP). By corollary it also might mean that people high on Factor E of 16 PF, and Dominant and Ambitious would be likely to define their idealized

success in terms of EWL and LP. An indication toward this was also there in the zero order correlations of Dominant and Ambitious, and Factor E of 16 PF with EWL and LP (Appendix E) although the correlations with Factor E of 16 PF were not exactly significant ($p > .05$).

The fourth CC results (Table 43) indicated that people who indulged in the behavioral strategy of Reinforcement and Authoritativeness Directed toward Superiors (RADSp) might not define their idealized success in terms of Comfortable Living, and Job Prestige and Stability or conversely people having such idealized success definitions may not indulge in behavioral strategy called RADSp. It may be pointed out that these results could be unique to the multivariate situation as RADSp was not significantly related to Comfortable Living, and Job Prestige and Stability according to zero order correlations (Appendix E).

Some of the studies that have produced findings showing relationships somewhat similar to those obtained in present study between person related variables and the aspects of success would be mentioned shortly. However, the studies specific only to the relationships obtained in a particular canonical correlation would not be described here and they may be referred to from the results section should they be required. The description of the studies follows. The variables like values (Brunson, 1985; England & Lee, 1974; Munson & Posner, 1980; Ryan et al., 1981; Watson & Williams, 1977), attribution (Feather & Simon, 1971; Forsyth & McMillan, 1981; Heilman & Stopeck, 1985b; McMahan, 1973; Weiner, 1983, 1985), identification with work model (Aronfreed & Paskal, 1966; Kanareff & Lanzetta, 1958; Lefkowitz

et al., 1955; Shafer, cited in Flanders, 1968; Walters et al., 1963; Weiss, 1977), locus of control (Anderson, 1977; Andrisani & Nestel, 1976; Krolick, 1979), need for achievement (McClelland & Boyatzis, 1982; Zimbardo, 1979), need for power (Campbell et al., 1970; McClelland, 1970, 1975; McClelland & Boyatzis, 1982; McClelland & Burnham, 1976), self-esteem (Berglas, 1986; Coopersmith, 1967; McFarlin & Blascovich, 1981), behavioral strategies (Baird & Kram, 1983; Bass, 1978; Larwood & Kaplan, 1980), and physical attractiveness (Berglas, 1986; Dickey-Bryant et al., 1986; Jones & Adams, 1982) have been found to be related to the aspects of success. More details regarding the specific relationships of these variables can be had from the introduction section where the relationship of the variable in question with the construct of success have already been mentioned.

In terms of overall results, the relationships between idealized success and person related variables indicated that the relationship might be understood in terms of four kinds of relationships between idealized success and other person related variables. It also indicated that different person related variables in terms of person's values, characteristics, and behaviors may have differential associations with the four different variates consisting of specific idealized success dimensions. The specific details may be had from the results section dealing with this aspect.

It was argued in the preceding section that idealized success could be related with a number of other person related

variables. Consequently, idealized success dimensions were related to other variables constituting the totality of sector b. However, it would be recalled that sector b comprised three subsectors, namely b1, b2, and b3 representing the person's values, characteristics, and behaviors respectively. Also a distinction was made between the characteristics and the behaviors represented by subsectors b1 and b2; and b3 respectively. It had been conjectured that whereas shaping up of internal characteristics of the organism could be a matter of various inputs such as person's values and characteristics, the outcome of human existence would largely be a matter of operationalizations of those values and characteristics in behavior patterns.

Since this study subscribed to the multivariate stand, it was conjectured that the nature of variables of a subsector with idealized success might be different when examined alone, compared to when examined in conjugation with the subsectors comprising the other variables. Consequently, after examining the relationship of idealized success with other variables in the sector b, in order to examine the relationships among the variables with a finer subsectorial demarcations, the variables constituting the subsectors b1 and b2; and then the variables constituting subsector b3 were related to the idealized success dimensions. The research question numbers 42 and 43 in the results section had been addressed to these issues.

The canonical correlation analysis relating subsectors b1 and b2 with idealized success yielded three CCs (Table 44) whereas that relating the subsector b3 yielded four CCs (Table 45).

The details of the results may be had from the results section. Apart from certain very specific variations, the results more or less were in tune with those obtained in the analysis relating idealized success with rest of the variables in the entire sector b (refer to the results regarding question number 41 of results section).

Idealized success in relation to organization related variables. Having made a "split hair" analysis of the relationships of idealized success with other variables constituting sector b, a move is made on to examine the relationship of some of the organization related variables with idealized success. This specifically means relating the "noncategorical" variables constituting sector c with idealized success dimensions. The question number 44 of results section was addressed to this issue. It would be recalled that in the name of organization related variables, only two constructs were included in this study that were (a) the climate and (b) the leader-member exchange, which may either be taken as a variant of leadership process or as a variant of social exchange process.

There were four factors of climate, and one factor of leader-member exchange which had been obtained after factor analysis.

The results (Table 46) had showed that about 19 per cent variance was shared between organization related variables and idealized success dimensions. The left hand variate composed of organization related variables had negative loadings of two of the climate dimensions and that of the leader-member exchange. This variate was related positively with the right hand variate

which had negative loadings of all of the idealized success dimensions. The relationship could be interpreted to mean that the role incumbents endowed with a lack of superior support, and conducive climate as well as a poor quality leader-member exchange relationship would be less likely to define their idealized success in terms of the dimensions of the same included in the study. As a corollary, a climate marked by superior support, and conduciveness as well as a better quality leader-member exchange relationship might make for the role incumbents having idealized success definitions in terms of almost all the dimensions of the same.

In order to present a better visualization of the results, it is proposed to think of the canonical loadings of the left and the right hand variates in Table 46 arranged in a rank ordered fashion after multiplying both sides by a coefficient of (-1) . Thus, the left hand variate could be composed of the dimensions in the following rank order (the coefficients in parentheses are the modified loadings multiplied by (-1)). Leader-Member Exchange (.68), Superior Support (.64), Conducive Climate (.62), Harmony and consistency (-.45), and Decentralization (-.45). Correspondingly, the right hand variate could be composed of the following variables. Patriotism and Altruism (.84), "Own People" Success Archetype (.63), Leadership and Power (.63), Excellent Work Life (.51), Comfortable Living (.38), Job Prestige and Stability (.38), and Omnibus Success (.34). Thus it appears that the better Leader-Member Exchange, Superior Support, and Conducive Climate may be associated with idealized success dimensions, namely Patriotism and Altruism, "Own People" Success

Archetype, Leadership and Power, Comfortable Living, Job Prestige and Stability, and Omnibus Success in that order of strength of association. It seems that good leader-member exchange relationship, superior support, and conducive climate probably provide role incumbents with an opportunity to define their idealized successes in every which way they want to, and harmony and consistency, and decentralization aspects of climate do not seem to be contributing much, at least in terms of shared variance, to idealized success dimensions.

Not even a single study could be found relating leader-member exchange to success. However, the existing studies relating climate to the aspects of success seem to indicate that the climate characterized by high levels of support may be conducive to psychological success (Hall, 1971; Hall & Hall, 1976; Hall & Schneider, 1973).

Idealized success in relation to organization level outcome.

There could be a possibility that the perceived organizational outcome may affect or modify the idealized success definitions. At least it could be interesting to explore the relationship between the two. The question number 45 of results section was addressed to this issue in which specifically the relationship of Organizational Effectiveness with Idealized Success dimensions was examined. The results were not particularly encouraging as only 5 per cent variance was shared between organizational effectiveness and idealized success dimensions. This, in a way was expected also because the organizational effectiveness is an attribute of a macro level entity whereas idealized success would

be the attribute of individuals; and usually the relationship between the entities belonging to the two different levels do not turn out to be particularly strong in behavioral science research.

Nevertheless, the results suggested that organizational effectiveness might be thought of as sharing variance with all the idealized success dimensions except comfortable living, and leadership and power. This might have been so probably because in an effective organization, the premium on comfortable living, and individualized leadership and power is relatively low. No existing study could be found regarding the relationship of organizational effectiveness with the aspects of success.

Idealized success in relation to person level outcomes. In a research like the present one, where the primary target of interest is the individual, and the data accrue from micro level variables in general, it would almost always be worthwhile to use some of the person level outcomes as the criterion against which to evaluate the other variables of interest. The question number 46 of results section was addressed to a specific aspect of this issue where idealized success dimensions were related to some of the person level outcomes which comprised (a) the three dimensions of biographical information, namely Job or Position Change, Seniority, and Financial Status; (b) Perceived Self-success Index; and (c) the three dimensions of personal effectiveness, namely Innovation, Effective Communication and Dealing, and Job Performance.

The three canonical correlations were obtained and the maximum amount of shared variance (in first CC, Table 48) was 26

per cent. The result could be interpreted to mean that people having idealized success definitions in terms of dimensions other than "Own People" Success Archetype may have (inference drawn as a corollary of negative loadings on both the left and the right hand variates of relevant variables) person level outcomes in terms of Perceived Self-success Index, Innovation, Effective Communication and Dealing, and Job Performance. In terms of the rank order of canonical loadings associated with the variate representing idealized success, the dimensions would have the following order. Excellent Work Life, Omnibus Success, Patriotism and Altruism, Leadership and Power, Job Prestige and Stability, and Comfortable Living. May be the results could be interpreted to mean that people having idealized success definitions in terms of the variate representing idealized success dimensions in the above mentioned order of the strength of association could possibly have "positive" outcomes in the order of Job Performance, Effective Communication and Dealing, Perceived Self-success Index, and Innovation. It may be noted again that these results have been interpreted, in a way, by converting the negative loadings into positive ones and hence care should be taken while referring to the concerned table.

Some of the studies have explored the relationship between success and some of the aspects of the person. It has been shown that success could be related to biographical information or attributes (Childs & Klimoski, 1986), and Job Performance (Feather, 1966, 1968, 1969) which was a dimension of personal effectiveness in this study.

The second CC results (Table 48) could be interpreted to mean that people defining their idealized success in terms of "Own People" Success Archetype, Comfortable Living, Job Prestige and Stability, and Patriotism and Altruism might perceive themselves to be successful, and also might have attained reasonable seniority, but might not have had much of financial status. The study by Childs and Klimoski (1986) is probably the only existing study that comes close to the findings of second CC.

The third CC results (Table 48) could be interpreted to mean that "Own People" Success Archetype, and Leadership and Power success dimensions may be related to Perceived Self-success Index as well as Innovativeness. Probably for innovativeness, a concern for "own people" (may be in order to derive more support) and leadership and power would be required. However, considering that the left and the right hand variates in third CC shared but only 7 per cent of variance, more explanations and thought regarding the relationship between these variables would be required.

To summarize, the person level outcomes seem to be related to idealized success dimensions. They mutually shared a maximum of 26 per cent of variance which was a reasonable amount. Although there could be a number of other variables, especially in a multivariate perspective, that could affect the person level outcomes and in fact several variables had been identified in this research (refer to the results pertaining to question number 13 of results section). If one were to focus just on idealized success dimensions and their covariates in terms of person level outcomes, the above mentioned results and interpretations could

come in handy in order to screen in or screen out as the case may be with regard to designing person level outcomes both from the individual as well as the organizational level perspectives.

Idealized success in relation to the variables constituting the other sectors. So far certain variables pertaining to some of the selected sectors in a conceptual scheme were being related to the dimensions of idealized success. However, in order to examine the relationship of idealized success dimensions with all of the remaining variables in the conceptual scheme (except the categorical and the derived variables), the idealized success dimensions were related with them. This issue was addressed in the research question number 47 in the results section. A maximum of about 66 per cent variance was shared between idealized success dimensions and the rest of the variables which was quite substantive. In all, four sets of CCs were derived and even the last one had indicated a sharing of approximately 34 per cent of variance which was reasonable (although only the first two sets of CCs had been considered as valid in consonance with the stand taken for the interpretation of CC results in the study). The first CC results (Table 49) indicated that the variables pertaining to all the sectors except sector d had shared variance with all the dimensions of idealized success except "Own People" Success Archetype.

The second CC results (Table 49) showed that the right hand variate was very heavily loaded (canonical loading = .93) with "Own People" Success Archetype and therefore could be taken as the variate primarily representing "Own People" Success Archetype

(although Comfortable Living also had a positive loading of .33). This variate was related with the left hand variate which was positively loaded with the dimensions of Person's Environment, and Person Related Variables (sectors a and b). The variables pertaining to sectors c and d had loadings of meager magnitudes and a dimension of sector e (namely, Financial Status) had negative loading.

A simultaneous look at both canonical correlation results would reveal certain interesting features. Firstly, the variables (or the variate) going together with the maximization of most idealized success dimensions were, by and large, different (barring Opinion Conformity and Other Enhancement Directed toward Superiors (OCOEDSp), and Reinforcement and Authoritativeness Directed toward Superiors (RADSp)) than the variables going together with the maximization of idealized success definition in terms of "Own People" Success Archetype. What it might mean is that people defining their idealized success in terms of "Own People" Success Archetype may have considerably different antecedents in terms of variables associated with their environment, characteristics, behaviors, and also in terms of person level outcomes; that is, in comparison with people defining their idealized success in other six of the seven ways. A noteworthy fact was also that two of the constituents of person's behavior, namely OCOEDSp and RADSp had the loadings of more or less comparable pattern of magnitudes in both the CCs and of course these two were common in both CCs. This suggested that these two dimensions of behavior did not occupy any exclusive position so far as the maximization of differential idealized

success dimensions were concerned. May be, these two behavior patterns (in a multivariate set up) are indulged in by people irrespective of their specific allegiance to any particular idealized success definition.

The individual relationships of idealized success dimensions with the major sectors in the conceptual scheme of the study have already been described. This time idealized success dimensions had been related with all the sectors simultaneously. Despite a possibility of redundancy caused by the repetition of the mention of studies showing relationships of the aspects of success with a number of other variables; in order to present an overview of the relationships of all the sectors with idealized success with respect to the existing studies, some of the important studies are proposed to be mentioned again at this stage. The description of the studies follows. The variables like values (Brunson, 1985; England & Lee, 1974; Munson & Posner, 1980; Ryan et al., 1981; Watson & Williams, 1977), attribution (Feather & Simon, 1971; Forsyth & McMillan, 1981; Heilman & Stopeck, 1985b; McMahan, 1973; Weiner, 1983, 1985), identification with model (Aronfreed & Paskal, 1966; Kanareff & Lanzetta, 1958; Walters et al., 1963), locus of control (Anderson, 1977; Krolick, 1979), need (McClelland, 1970, 1975; McClelland & Boyatzis, 1982; McClelland & Burnham, 1976; Zimbardo, 1979), self-esteem (Coopersmith, 1967; McFarlin & Blascovich, 1981), behavioral strategies (Baird & Kram, 1983; Bass, 1978; Larwood & Kaplan, 1980), physical attractiveness (Berglas, 1986; Dickey-Bryant et al., 1986), climate (Hall, 1971; Hall & Hall, 1976; Hall &

Schneider, 1973), and personal effectiveness (Feather, 1966, 1968, 1969) have been found to be related to the aspects of success.

In summary, then the relationships of idealized success dimensions with various dimensions of variables in the study could primarily be conceived as forming two kinds of major relationships represented in two sets of the first two of the four obtained CCs. The first CC result mainly showed that there is a possibility of having almost all kinds of idealized success definitions except "Own People" Success Archetype which could have shared variance with a variate composed of the variables pertaining to all the sectors except Organization Level Outcome. The second CC results showed that "Own People" Success Archetype, and Comfortable Living had mainly to do with Person's Environment, and Person Related Variables and not as much with Organization Related Variables, Organization Level Outcome, and Person Level Outcomes. Thus organizational effectiveness does not seem to have much to do with idealized success. Secondly organization related variables, and person level outcomes do not have much to do with idealized success dimensions consisting of "Own People" Success Archetype (OPSA) and Comfortable Living (CL). It may be pointed out that idealized success definitions in terms of OPSA and CL may not be considered as very desirable ones. Granting that this indeed is so (although in the research question number 46, it was noted that OPSA was related with some desirable person level outcomes), the variables pertaining to other sectors that might be thought of as contributing to idealized success dimensions other than OPSA may be located in

the results pertaining to the question number 47 of the results section, and the role incumbents might be screened in taking into account those variables.

Idealized success vis-a-vis other values. The reason why people might differ in their definitions of idealized success probably very well lie in the differences of the value systems they hold. Idealized success can also be conceived as the values attached to the accomplishments, though may be in different terms. The issue of, and the perspectives on, values is justifiably a long drawn one, a bit of which has already been presented in the description of values in the introduction section. In light of the material presented in that section, it should be apparent that idealized success could share considerable amount of variance with values as a general construct. In fact this was the issue addressed in question number 5 in the results section.

The results based on canonical correlation analysis (first CC, Table 7) showed that indeed the amount of shared variance between idealized success and person's values had reached to the extent of 43 per cent. The results of the second CC (Table 7) could, in some sense, be interpreted to mean that change value would be related to idealized success defined in terms of the attainment of Leadership and Power.

The point that is attempted to be made is that conceptually idealized success would be a segment of the general domain of the person's values, and statistically speaking, idealized success dimensions shared a reasonable amount of variance with other

aspects of values. Considering this fact, it may not be very out of place to treat idealized success in conjugation with the other aspects of values within the general framework of person's values.

A number of studies have explored the relationship between values and success, in which the personal values were found to be related to the aspects of success (Brunson, 1985; England & Lee, 1974; Munson & Posner, 1980; Ryan et al., 1981; Watson & Williams, 1977) as has already been mentioned in the description of values in the introduction section.

Some personality factors as related to the idealized success. When it comes to relationships, idealized success as a particular segment of person's value systems may be related to a number of things. Nevertheless, it may be pretty difficult to establish any unidirectional causal linkages between the constructs that go in the name of values and personality in the psychological literature. Possibly all that one may aspire for is just to look for a bi-variation between the two categories of constructs. As mentioned earlier, idealized success dimensions were considered to be the segments of general value systems. To represent the personality variable, two of the factors of Cattell's (Cattell et al., 1976) 16 PF were included in the study, namely Factor E, and Factor I (refer to the introduction section for details). A high score on Factor E would reflect a personality marked by the traits like assertive, aggressive, competitive, and stubborn. On the other hand, a high score on Factor I would reflect a personality marked by the traits like tender-minded, sensitive, dependent, and overprotected. It had

been reported that the males on an average tend to score high on Factor E compared to the females who tend to score high on Factor I. This in some sense meant that high scores on Factor E might reflect a "masculine" personality whereas high scores on Factor I might reflect a "feminine" personality.

Since the success in conventional terms is supposed to require the presence of "masculine" traits, it was argued that (the high scorers on) Factors E and I of 16 PF could have differential relationships with the aspects of success. Consequently, it was proposed to see the relationships of Factors E and I of 16 PF with the dimensions of idealized success. The question number 40 in the results section was addressed to this issue. The results (Table 42) were not particularly encouraging as the amount of shared variance between the two variables was only about 8 per cent. The nature of the variate comprising idealized success dimensions was such that it was positively loaded with Omnibus Success, Job Prestige and Stability, and Patriotism and Altruism. Since the left hand variate was positively loaded with Factor I (though the magnitude of loading was as low as .19), a round about inference could be that the tender-minded people probably define their idealized success in terms of Omnibus Success, Job Prestige and Stability, and Patriotism and Altruism. On the other hand, statistically speaking a low score on Factor E might mean low scores on "Own People" Success Archetype, Excellent Work Life, Comfortable Living, and Leadership and Power. As a corollary, high scores on Factor E, that is dominant and assertive people, should be

defining their idealized success in terms of the same factors that is "Own People" Success Archetype, Excellent Work Life, Comfortable Living, and Leadership and Power. However, as mentioned earlier, the results were not particularly encouraging in terms of the magnitude of relationships of the selected personality factors E and I with the dimensions of idealized success.

A perusal of the zero order correlations (Appendix E) would also reveal that none of the two personality factors were significantly correlated with any one of the factors of idealized success. Of course, Perceived Self-success Index was just about significantly correlated ($r = .11$, $p < .05$) with Factor E, however, Conventional Criterion of Success had insignificant relationships with Factor E, and so was the case of the relationship of both Conventional Criterion of Success, and Perceived Self-success Index with Factor I. It needs to be mentioned though that Factor E was related to one of the characteristics of successful person, namely Dominant and Ambitious. But since high score on Factor E also means dominance and assertiveness, this correlation may be treated as tautological. Similar was the case with Factor I which was negatively related with Dominant and Ambitious. Again since high score on Factor I reflect tender-mindedness, this relationship could also be considered as tautological. Although barely significant ($r = -.11$), the Factor I had a negative relationship with Desirable Characteristics of Successful Person in terms of zero order correlations. This probably indicated that tender-mindedness may not be perceived as going together with the desirable

characteristics of successful person (comprising items that constitute Desirable Characteristics of Successful Person).

In summary then although there was some indication of relationship between the selected personality factors (Factors E and I of 16 PF) and the various aspects of success, no strong relationship was observed. Probably better and more comprehensive measure of personality dimensions would be called for in order to reach a more definite conclusion regarding the relationship between personality and the aspects of success included in this study.

Recapitulating some of the conspicuous spots in the exposition of success. May be one should pause for a moment and make an attempt to take a stock of the outcomes of the efforts that were put in toward a reconstruction and exploration of success in a way somewhat different than what was adhered to by the researchers on the construct of success in general and executive success in particular until some time ago. In this piece of research, there had been outcomes which could be labelled as worthwhile but there had been disappointments as well in the sense that not all that was expected could be met with success.

The research took an anchor in the conventional criterion of success for the sake of maintaining the historical continuity. It also took into account an index called Perceived Self-success Index in order to index the perceived world that makes for the cognitive "reality" of an individual which often times might guide the person's behavior irrespective of whatever the so-

called objective reality might be. As if these were not enough, the characteristics of the successful person enlisteded in the exiting literature had also been taken into account. This might be taken as akin to the so-called trait approach. Against the backdrop of such approaches, a departure was made in which the individuals' freewill and subjective reality was accorded some kind of a supremacy over the so-called objective or the others viewpoint. Concurrently the seven dimensions of idealized success had been identified that could be taken to be a reflection of what might have existed in the minds of the respondents constituting the sample. With these obtained dimensions, a number of explorations were made which included relating them to the other indexes of success, as well as to the other variables in the study. Besides, the relationship of idealized success dimensions was also explored in relation to the several other variables in the study, in which connection, a mixed bag of results was obtained in that some of the results were in the expected directions whereas others were not.

Having gone through as fragmented approach to analyses as could be allowed by the constraints under the circumstances in which the research was carried out, one thing that sounded almost conclusive was the following. People did appear to tend to possess their very own and personalized definitions of idealized success. This might, however, lead to an immediate, and probably important as well, question that what it is that the executives would be likely to want most in life if they were allowed to translate their subjective preferences into reality. Additionally, taking the totality of the individuals representing

the entire sample, could it be that there is some kind of a "universal" pattern of hierarchical preferences for the idealized success types. Apparently this is a big question and might involve the issues pertaining to the individual freedom and dignity versus organizational design, the liberty to act on freewill versus the societal need to behave in a way that is guided by the sanctions and norms which reflect the wisdom accumulated through treading the path along which the historical course of development of societies and the existence of humankind had made the preservation and the perpetuation of the human race in its present form a feasible proposition.

The pattern of hierarchical preferences for the idealized success types was deciphered using a within group type analysis of variance (Table 71) calculated for the seven means corresponding to the idealized success types. Arranged in a hierarchical order of the magnitudes of the means, the seven idealized success types could be arranged in a six (since two of them had the same rank order) step hierarchy. The hierarchy, in a descending order, was as follows. Omnibus Success, Excellent Work Life, Patriotism and Altruism (Excellent Work Life, and Patriotism and Altruism could be considered as belonging to the second step only as their means were mutually not significantly different), Job Prestige and Stability, Comfortable Living, Leadership and Power, and "Own People" Success Archetype.

To the extent that the sample of the study can be shown to be comparable to the population of the executives in work organizations in terms of relevant parameters, it may be assumed

that the obtained pattern reflected a representation of the hierarchical preferences for the idealized success types among the executives. The pattern of hierarchy made it apparent that on an average, the greatest amount of preference was shown for Omnibus Success. The Excellent Work Life, and Patriotism and Altruism ranked second. The Job Prestige and Stability ranked third, and so on, down to "Own People" Success Archetype for which people had shown the least amount of average preference (refer to Table 71).

If one takes into account the fact that the greatest preference or highest value was attached to the idealized success definition in terms of Omnibus Success, and also that the lowest value was attached to "Own People" Success Archetype; several interesting things become apparent. Looking at the zero order correlations (Appendix E), it would be appear that Omnibus Success was not significantly correlated to Conventional Criterion of Success nor it was correlated with "Own People" Success Archetype, but Conventional Criterion of Success was negatively correlated with "Own People" Success Archetype. Besides, Omnibus Success was reasonably highly correlated with all other idealized success dimensions and also to the dimensions of characteristics of successful person (but Conventional Criterion of Success was not correlated with the dimensions of characteristics of successful person). So in a way the most valued definition of success was Omnibus Success but the same might not be said to be true for the Conventional Criterion of Success (otherwise the correlation between the two might have been high). The Omnibus Success, and Conventional Criterion of

Success; and similarly Omnibus Success, and "Own People" Success Archetype could be treated as somewhat mutually orthogonal which means that Omnibus Success on one hand, and Conventional Criterion of Success and "Own People" Success Archetype on the other hand, could be present in a person in any conceivable combination of low, medium, and high magnitudes. However, the same could not be said to be true in case of the relationship between Conventional Criterion of Success and "Own People" Success Archetype. Conventionally highly successful people, therefore, may not be likely to define their idealized success in terms of "Own People" Success Archetype.

Considering that Omnibus Success was the definition which appeared to be valued more in the sample, it may not be out of place to take a relook at the constituents of the idealized success dimension called Omnibus Success. A perusal of Appendix B (Table B1) and the corresponding Appendix A consisting of the questionnaire would reveal that Omnibus Success comprised the items consisting of excellent physical health, high education, accomplishment of the self-determined goals, and excellent family life. Insofar as Omnibus Success could be taken as reflective of these concerns (it should be pointed out that accomplishment of the self-determined goals had the highest loading and therefore this factor could be taken as more of a representative of freewill to pursue whatever was subjectively decided), it may be a safe bet to presume that a quick material success could not possibly buy the thing (s)he wanted to have most.

The "Own People" Success Archetype, a dimension that seemed to be valued least, comprised the items (refer to Table B1, Appendix A) reflecting a situation where one would have obedient subordinates willing to do the personal chores preferably having some nonprofessional affiliations and could do some good to them. A lot is made out of the hypothesized continuation of the feudalistic society and even zamindari (the system of land holding by a feudal landlord in British India paying the government a fixed revenue) system in the Indian organizations by the executives especially those holding higher positions (Sinha, 1980). However, the results seem to suggest quite a different picture. First of all, "Own People" Success Archetype was the least valued idealized success definition. Secondly, it had relatively low correlations with other idealized success dimensions as well as insignificant relationships with other aspects of success like the characteristics of successful person, and perceived self-success index. It did not correlate even with the idealized success dimension of Excellent Work Life which consisted of items reflecting a desire for recognition, excellent boss and physical work conditions, and frequent promotions. It may be noted that Excellent Work Life ranked second in terms of preference hierarchy. Thus "Own People" Success Archetype neither had anything to do with something as totality subjective as Omnibus Success nor with as common place as Excellent Work Life. Perhaps what is observed as the own people concern is not a real concern but a concern that probably is used for instrumental purposes. At least it may be a safe bet to proclaim that the so-

called own people concern or reflection of zamindari system may be but a characteristic only of a few settings. May be, since the results of the present study had indicated that own people concern may largely be a "function" of the environmental influence rather than the organizational influences, the results could be treated to be pointing to societal, geographical, and cultural environment as contingencies "determining" the value system "in the organizations". Granting that there is some grain of truth in this line of argument, it may not be a bad idea to take a preview of the "environmental" values before setting up a new organization, or screening in a new role incumbent. However, the argument could be both ways. Organizations being open systems, both affect and in turn also get affected by the environment. May be it is best left to the policy makers to decide whether they wish to have "better" organization or an improved societal or immediately surrounding environment at the moment.

While a number of reasons could be offered as to why the concern for own people did not show up in correlational results, the fact of the matter would remain that people had a hierarchy of preferences regarding expectations from their existence in life in which Omnibus Success ranked highest and "Own People" Success Archetype ranked lowest, and Conventional Criterion of Success did not seem to be going along with what people seemed to value most. In fact here lies at least a hint of success of this piece of research in that it could be shown that there is a possibility of existence of some other perspectives on success other than the conventional criterion which has been the major

stay ground for most of the research in the area of executive success. One thing that deserves attention in this connection though is that apart from "Own People" Success Archetype, the Omnibus Success had reasonably high magnitudes of correlation with other aspects of success and therefore some overlap in peoples' definitions may be expected. In other words, it is not necessary for someone to have "exclusive" and nonoverlapping personalized definitions of success.

Success: Further points to ponder. When success is the context, one cannot but help make special mention of two constructs that have acquired salience in the literature. They are the constructs of needs and values.

Primarily three kinds of needs were included in this study that were supposed to have something to do with the concept of executive success. They were need for achievement (n-ach.), need for affiliation (n-affiliation), and need for power (n-power). Even though the needs and success were not the only variables under consideration, the n-affiliation simply failed to retain its salience in conjugation with the other variables in the study. Of course n-ach. and n-power did emerge as factors significant enough to be retained. The literature (Campbell et al., 1970; Cummin, 1969; McClelland, 1975; McClelland et al., 1969; McClelland & Boyatzis, 1982; McClelland & Burnham, 1976; Stahl, 1983; Steers, 1981; Zimbardo, 1979) has made a lot out of the possible relationship of these two types of needs with executive success.

The n-power was related to three of the seven idealized success dimensions, namely "Own People" Success Archetype, Comfortable Living, and Leadership and Power; and also with Desirable Characteristics of Successful Person, and Dominant and Ambitious. This was understandable. It makes sense that a person with high n-power would like to have success definition in terms of "own people" success archetype because of its probable support toward amassing of more power, in terms of comfortable living because that may be the goal or even an overt index of power, and of course leadership and power clearly would have linkages with n-power, and so would the dominant and ambitious. The n-ach. in contrast to n-power had significant relationships with all the aspects of success except "Own People" Success Archetype (and of course Conventional Criterion of Success). It was most highly correlated with Desirable Characteristics of Successful Person. The findings seem to suggest that both n-ach. and n-power could be considered as (related to) the characteristics of the successful persons (n-ach. more so). The n-ach. appeared to be "doing better" than n-power.

Very interestingly, the findings of the present study showed that so far as Conventional Criterion of Success is concerned, the n-ach. and n-power have nothing or miserably little ($r = -.00$ and $-.09$ respectively) to do with success in terms of conventional criterion of success, or the "hard" criterion of success; that has so far been utilized in the research in this area. Of course, the two needs were significantly correlated with Perceived Self-success Index. Thus people high on these

needs do not seem to be particularly inclined to attain success in conventional sense and perhaps such people also seek to define success more in their own terms rather than just in terms of the ratio of salary by age. This points to an important finding that money just by itself probably has lost its attraction even for people high on n-ach. and n-power. Therefore, there seems to be all the more reason to make further explorations into the structure and dynamics of idealized success.

Apart from the construct of need, the next important concept in the context of success is that of values. The construct of values in this study was included in terms of the indexes of change value, idealized success, Rokeach's values, and work ethic. While acknowledging the fact that the construct of idealized success itself was conceived as a segment of value system, it may be worthwhile to take an extended look on the other aspects of values that may be related to the dimensions of idealized success in specific ways. It may be reiterated that the idealized success dimensions (except "Own People" Success Archetype) were related to rest of the values in the study to the extent of .65 (R_c) and shared a variance of 43 per cent (Table 7) which was reasonably high. Thus there was a considerable amount of shared variance between idealized success as a specific domain of values, and other aspects of values. The two aspects of values, namely change value, and work ethic deserve special attention.

It was surprising to note that Work Ethic had a miserably insignificant negative correlation ($r = -.01$) with Conventional Criterion of Success. Does it mean that the work ethic which

presumably might be the force behind hard work is not at all related to success in terms of the conventional criterion? If it is so then the worth of work ethic with regard to tangible and conventional rewards may become questionable. However, the idea needs further testing. It was encouraging to note though the Work Ethic had significant correlations with all other aspects of success and especially a reasonably high correlation ($r = .53$) with Desirable Characteristics of Successful Person. Thus the work ethic may be treated to be related to desirable characteristics of successful person, and all other aspects of success and values as well, except "Own People" Success Archetype, but it did not seem much to have to do with the success in terms of conventional criterion. Almost similar was the case with regard to Change Value with two exceptions. First that it had insignificant correlations with one of the dimensions (Valuing Inner Harmony and Happiness) of the Rokeach's values, and a barely significant correlation with Conventional Criterion of Success. Of course just as Work Ethic, it also had an insignificant correlation with "Own People" Success Archetype of about the same magnitude.

Furnham (1987b) argued that work beliefs related most closely to instrumental rather than the terminal values. Similar results had also been obtained by Feather (1984). In the present study, the methodology adopted was little different from that in the studies of Furnham and Feather in the sense that the Rokeach's value items had been subjected to factor analysis whereby five factors were obtained. It was quite striking to note

that despite the differences in approach, the relationship between values and work ethic were quite similar to those obtained by Furnham (1987b). Out of the five value dimensions obtained, the three dimensions, namely Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness (VCACB), Valuing Forgiveness and Helpfulness (VFH), and Valuing Intellect, Independence, Imagination, and Logic (VIIIIL) could be thought to be constituted by the instrumental values, and their correlations with Work Ethic were .34, .23, and .31 respectively. On the other hand, the dimensions, namely Valuing A World of Beauty, A World at Peace, and Equality (VUBWPE) and Valuing Inner Harmony and Happiness (VIHH) could be thought to be constituted by the items representing the terminal values. Work Ethic correlated with these dimensions to the extent of .19 and .21 respectively. Thus apparently the association of work ethic with instrumental dimensions were more compared to the associations with the terminal dimensions. The results almost exactly tallied with that of Furnham's (1987b) who stated, "Product-moment correlations showed that work ethic and organizational beliefs were most clearly linked to both terminal and instrumental values. Overall it seemed that work beliefs related most closely to the instrumental rather than the terminal values" (p. 627).

The three factors representing the instrumental values contained the following value items. VCACB contained the values of ambitious, broad-mindedness, capable, and clean; VFH contained the values of forgiving, and helpful; and VIIIIL contained values of imaginative, independent, intellectual, and logic. The two factors representing the terminal values contained the following

value items. VUBWPE contained values of a world at peace, a world of beauty, and equality; and VIHH contained values of happiness, and inner harmony (refer to Table B9, Appendix A). Although the results of the present study are not directly comparable to that of Furnham's (1987b), but the general inference seems to be that the human values are related to work ethic, and that the instrumental values seem to have a little higher association with work ethic compared to that of the terminal values.

Further, aspects of values that may be noteworthy are, that the Change Value was correlated with Work Ethic ($r = .30$). Change Value was also related to all the Rokeach's value dimensions except VIHH, and all the idealized success dimensions except "Own People" Success Archetype. An additional noteworthy thing was that despite the Work Ethic and Change Value were correlated, the Change Value did correlate with Conventional Criterion of Success whereas the Work Ethic did not.

May be change value gets reflected more in action and attracts recognition and thereby success is achieved in conventional sense. That is to say, an allegiance to change value may be more flashy, may even have more glamor value. On the contrary, work ethic is more akin to the image of a silent worker who probably derives inner harmony just by working, and therefore does not prefer to glamorize his or her contribution, and as a consequence possibly misses the train of the success in the conventional sense. However, it may be premature to draw such conclusions and more research is required to distinguish between

the real outcomes and the dynamics of the change value and the work ethic as two of the noteworthy values within organizational framework. To sum up, both the needs and the various aspects of values seem to have specific relationships with the aspects of success.

Organizational effectiveness in relation with rest of the variables. So far mainly the dimensions of idealized success were being discussed. Idealized success was one of the person related variables and its relationship with other variables had been examined from various perspectives. However, it is about time to recall that the organizational dynamics is a product of both the individual level as well as the organization level structure and dynamics. The primary criteria against which the person level dynamics are evaluated would be the person level outcomes. By the same token, the criterion against which the organization level dynamics should be evaluated would be organization level outcome. The variable that was included in this study in the name of organization level outcome was Organizational Effectiveness. Coincidentally, it was a single factor index of organizational effectiveness and consequently was also named the same way. It was considered to be interesting to know as to which specific aspects of the various sectors would have good strength of association with organizational effectiveness. The relationships of sector e, subsector b3, sector b, sector c, and sectors a, b, and c combined with sector d had been explored in connection with the research question numbers 28 to 32 in the results section. The results pertaining to those research questions should enable one to specify the

relationships of variables constituting a sector with sector d, that is organizational effectiveness.

However, in order to have an overall visualization of the relationships of the variables constituting the various sectors with organizational effectiveness, a multiple regression analysis was done (refer to question number 33 in the results section) with organizational effectiveness as the criterion and rest of the relevant variables constituting sector a, b, c, and e as the predictors. The results (Table 35) had shown that variables which might be thought to be contributing positively (as evidenced by positive beta weights) toward organizational effectiveness would be Conducive Climate, Harmony and Consistency, Job or Position Change, Effective Communication and Dealing, Decentralization, and Independence Emphasis and Stimulation in Present Work Environment. The results indicated that the factors of climate including Independence Emphasis and Stimulation in Present Work Environment (which initially was conceptualized as a construct pertaining to the environment though), and unexpectedly two of the factors of person level outcomes, namely Job or Position Change, and Effective Communication and Dealing; had been the positive predictors to the organizational effectiveness.

The findings were salient in the sense that they reaffirmed the role of climate and work environment factors as well as some of the person related variables (although more specifically the variables conceptualized as person level outcomes) in the organizational effectiveness. Thus, howsoever controversial the

construct of climate might have been in the organizational literature, its value cannot be undermined. Additionally, the independence emphasis and stimulation in the work environment may also be invaluable. At the same time, the role of the persons who have had the greater number of job or position change, and who are effective in communication and dealing may also be of significant value in the "determination" of organizational effectiveness. It may be pointed out that these variables could predict as much as 63 per cent of variance in the organizational effectiveness which attach an additional weight to their significance as predictors of organizational effectiveness insofar as the measure of the organizational effectiveness employed in this study could be accorded credibility to whatever extent.

Surprisingly no relevant study was found that related either climate variable or the personal effectiveness variables with organizational effectiveness. However, the relationships between organizational effectiveness and socialization process has been explored. Socialization process in an organization (of which Independence Emphasis and Stimulation in Present Work Environment might be a part) has been found to be influencing the performance of individual, and thus affecting group and organizational performance as well (Louis, et al., 1983).

Attempting to identify the less and the more effective organizations. Having identified the variables contributing toward organizational effectiveness, a move is made to identify the organizations in the sample which could be labelled as less or more effective organizations. The research question number 54

was addressed to this issue. Based on a univariate analysis of variance with organizational effectiveness as the dependent measure, three organizations were identified which were labelled as the least, moderate, and most effective organizations. They were O_{10} , O_1 , and O_6 respectively. It was interesting to note that the organization that had turned out to be the most effective one that is O_6 , even if only in terms of the operationalization of effectiveness used in this study, was an organization that might technically be classified as what is known as a hybrid organization. Organizations that overlap (i.e., private ownership with public funding, or public ownership with private funding) represent mixed or hybrid types such as government corporations, government contractors, or public utilities (Wamsley & Zald, 1973). Emmert and Crow (1987) examined the nature and role of hybrid organizations and found environmental and behavioral differences to be significant and consequential in terms of the usefulness of hybrid organizations as coordinating mechanism that facilitate public and private sector interaction. While nothing can be said about O_6 on these lines due to difference in the research perspective, there is a possibility that being hybrid, the O_6 might have had the benefits of the positive aspects of both the public and private sector organizations culminating into better effectiveness. However, the idea would need much further testing, as there was a paucity of hybrid organization in the present sample and additionally, the perspective of research was too different to furnish any strong basis for getting at the real cause behind the apparent

effectiveness of O_6 . Suffice it to say that by way of comparison, O_6 turned out to be the most effective organization. Of course shortly, a mention would be made of the variables that could be interpreted as associated with this organization on the basis of discriminant analysis.

The discriminant analysis (refer to research question number 55) showed that a number of variables could significantly demarcate among the three organizations varying in terms of the average magnitude of organizational effectiveness. The specific variables can be identified from the results pertaining to question number 55. It should serve the purpose to say at this point that some of the variables in the study could gainfully be used to identify the least, moderate, and most effective organizations. For conceptual ease, two of the extreme organizations in terms of organizational effectiveness were identified that were O_{10} ("least effective") and O_6 ("most effective") organizations. The "moderately" effective organization, namely O_1 was dropped from most of the analyses.

Covariation of the means of the dimensions of idealized success between the less and the more "effective" organizations.

The next question of interest was to examine whether the idealized success dimensions in "less" and "more" effective organizations were mutually "different" or not. The question number 56 of results section was addressed to this issue. The rank order correlation between less and more effective organizations was computed taking the "overall" means of idealized success dimensions as the scores. It turned out that the rank order coefficient of correlation between less and more

effective organizations in terms of idealized success means was significant. This meant that irrespective of the organization's being less or more effective, the hierarchical preferences of the idealized success types were similar across the (less and more) effective organizations. This indicated to the fact that the role incumbents may have similar hierarchical preferences of idealized success definitions across organizations, and variations as a function of organizational effectiveness may not be expected.

Average differences on "significant" variables across less and more effective organizations. Despite the differences between the organizations in terms of effectiveness having already been brought out through a discriminant analysis (refer to question number 55 of results section), univariate F - ratios were calculated between the less and more effective organizations for the averages of all the noncategorical variables in the study as the dependent measure.

Although it may appear to be redundant and unnecessarily repetitive to talk about the same things first in terms of the multivariate perspective and then again in terms of the univariate perspective. Nevertheless, this is what is proposed to be done for two reasons. Firstly, most multivariate statistics tend to show the "effect" or "relationship" of one variable while keeping the "effects" of other variables, at least theoretically, constant. In behavioral science research, however, variables by their very nature are so interwoven that at times it may become highly improbable to think in terms of varying a variable while keeping an interlinked variable

"constant". Secondly, the univariate perspective may make things easier to comprehend and visualize at a glance, though admittedly at the cost of methodological sophistication. Besides, at least theoretically, there may be occasions when a subsequent research may benefit from the knowledge of univariate perspective more than it would from strict adherence to a multivariate perspective.

The results (Table 64, Figure 8) showed that "significant" variables differentiating between less and more effective organizations were the following ones. "Own People Success Archetype, Independence Emphasis and Stimulation in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment, Parental Socio-economic Status, Internal Attribution in Success, Rajas Negative Guna, Quality through Team Building, Quality through Productivity Management, Leader-Member Exchange, Superior Support, Harmony and Consistency, Conducive Climate, Decentralization, Financial Status, Conventional Criterion of Success, Perceived Self-success Index, Job Performance, Global Satisfaction, and Job Satisfaction.

The results further showed that out of the above variables, all were present in higher magnitudes in the more effective organization except for Rajas Negative Guna, and Parental Socio-economic status which had higher average magnitudes in the less effective organization. Although no cause and effect relationship may be inferred from such statistical results, one may need to be alert on account of these two variables due to their "association" with lower effectiveness in organizational terms.

The literature of course points to some of the negative consequences of the rajas guna as a total entity. It has been pointed out (Chakraborty, 1985) that the predominance of rajas may thwart productivity (though this would be presumably so because Likert's (1961, 1967) system - 4 leadership style, which is deemed to be strongly associated with higher productivity, cannot be generated by the predominance of rajas).

The present work probably was the first of its kind to empirically decipher the existence of the two facets of rajas guna, namely Rajas Positive Guna, and Rajas Negative Guna. If the results of the present study are to be accorded acceptance, then the gunas could be taken to have four (empirical) dimensions, namely (a) Sattwa Guna, (b) Rajas Positive Guna, (c) Rajas Negative Guna, and (d) Tamas Guna. The general viewpoint in the context of gunas has been that they are of three types only, namely sattwa, rajas, and tamas. However, insofar as the gunas can be understood in terms of reflection of human nature, at least one person seems to have recognized the existence of the individual nature in terms of four categories that correspond to the four types of gunas respectively that were empirically found in this study. Munshi (1969) is the person who writes that individual nature falls into four categories (a) pure natures, (b) energetic natures leavened by purity, (c) energetic natures influenced by darkness, and (d) dark natures. These natures are respectively called the Brahmana, the Kshatriya, the Vaishya, and the Shudra natures (p. 56).

The obtained results point to a possibility that it is the negative facet of rajas that could be "associated" with negative outcomes. This line of reasoning may be taken to be valid if one is allowed the liberty to accept the premise that in the ultimate analysis, a large amount of the organizational characteristics can be explained in terms of the characteristics of its constituents that is, the role incumbents who make it up. The "association" of Parental Socio-economic Status with less effective organization might be difficult to explain on the basis of the information contained in the data constituting the present work. Various hypotheses may be advanced regarding this but certainly much more data would be required to substantiate them, at least in a real life setting and through survey research techniques.

The above mentioned two variables had been the ones which were found to be present in higher magnitudes in organization that were rather low in terms of the magnitude of effectiveness. It would be noted that there were several other variables which were found to be there in higher magnitudes in the more effective organization. As far as idealized success dimensions were concerned, the only significant mean difference that was observed between less and more effective organizations was in terms of "Own People" Success Archetype (OPSA). It was important to note that contrary to the normal expectation based on the degradation of the constituents of OPSA that has been made in the literature as a negative Indian value, the mean of OPSA was found to be significantly higher in the most effective organization compared

to that of the least effective organization. Thus here was an indication that OPSA may not be a characteristic necessarily only of the bad organizations.

Not many studies could be located in the existing literature pertaining to those variables that have been found to be there in higher magnitudes in the more effective organization. Save and except, may be those in connection with satisfaction and socialization process in the work context.

With respect to satisfaction, it has been contended that the extent to which the outcomes provided by an organization are made contingent on specific job behavior linked to high productivity, the relationship of satisfaction with productivity would be high (Kanungo, 1986). It may be likely that the most effective organization could have made reinforcement contingencies such that the specific job behavior linked to high productivity would be positively reinforced. Even if it is not true of that organization, it may not be a bad idea to think on these lines while designing the reinforcement contingencies.

In the context of socialization process, it may be pointed out that the factors that were present in higher magnitude in most effective organization were Independence Emphasis and Stimulation in Present Work Environment, and Achievement and Independence Reinforcing Present Work Environment. These could be taken to be the factors pertaining to work socialization process. In this context it has been argued that the socialization process in an organization has a major influence on the performance of individuals, and thus affects group and organizational performance as well (Louis et al., 1983).

Abutting on the other variables. As mentioned earlier, the construct of idealized success was the thrust variable at the planning stage of this research. However, an organizational dynamics consists of much more than just the idealized success dimensions. Consequently, a number of other variables could be responsible for the variance in the outcomes in terms of any criteria at most of the levels.

Conceptual schemewise, this research consisted of five main sectors which in turn consisted of a number of variables. Here it needs to be mentioned again that this study was conducted with two main objectives. One of course was to undertake the study of the construct of idealized success against the backdrop of the various perspectives on success that have already existed in the literature with regard to executive success. The second objective was to take a relook at the organizational dynamics in terms of variables that were considered to be organizationally apposite on the criteria of confusion, novelty, and relevance. The variables were treated as belonging to the five main sectors and the major analytical scheme consisted of relating the relevant sectors with one another.

Just in order to recapitulate, the sequence of analyses (as described in the results section) was mainly as follows. (a) relating the person's environment with idealized success, (b) relating idealized success with other values, (c) relating environment with values as a whole, (d) relating person's values with person's characteristics, (e) relating person's characteristics with person's behaviors, and (f) relating values

and characteristics with behaviors under presumption that both values and characteristics could be considered to be the "characteristics" only. Of course the relationships among the major sectors had also been examined. Besides there were certain specific issues (e.g., relating personality factors with idealized success etc.) which had also been examined.

Thus in a way the variables had been made to lose their individual "significance" or "identity" in favor of their sectorial affiliation. Besides due to the factor analytic approach adhered to in this study, the variables gave rise to a formidable number of "underlying dimensions" or factored variables which proved prohibitive for their individual treatment in the interest of conservation of space. However, it should not mean that the variables have not been subjected to any treatment at all as the variables, and of course their dimensions, do form an integral part of the analytical scheme.

Considering that it may prove stupendous to treat each of the variables in its full perspective, it is proposed to touch upon them at the level of discussion. Of course, their theoretical significance can be deciphered from the introduction section, and the intricacies of results pertaining to them may be teased out of the various analyses contained in the results section.

Since the major focus of the study was on idealized success, and Omnibus Success (OS) turned out to be an important dimension as has already been mentioned, and as will be mentioned in a short while in connection with the results pertaining to the second order factor analysis; the factors called Excellent Work

Life, and Job Prestige and Stability had formed a notable second order factor named Desirable Job Success Archetype (SF5: DJSA); it is proposed that the rest of the variables in the study be looked upon in terms of their relationships with OS, and SF5: DJSA. It is also proposed to use one of the dimensions of personal effectiveness, namely Job Performance (though occasionally) as a criterion to evaluate especially those variables which would not have any relationship with either OS or SF5: DJSA. Additionally, it is proposed to touch upon the variables in the sequence represented in the conceptual scheme depicted in Figure 1. It is further proposed to take up variables in terms of the positive correlations with OS and SF5: DJSA. Also although much lower magnitude of a coefficient would become statistically significant, it is proposed to mention here only those variables that have a coefficient of correlation which equal to or exceed the value of .30. This cutoff point admittedly is arbitrary, but the preference is retained because the coefficient of determination would thereby approach 10 per cent (actually 9 per cent) and less than 10 per cent might not be regarded as very worthwhile. Of course coefficient of lesser magnitudes also can always be had and considered with the help of Appendix E should the need arise.

The coefficients of correlation ($> .30$) with variables belonging to the various sectors that relate with Omnibus Success, SF5: DJSA, and Job Performance would be taken up sequentially. The correlations of factors of idealized success had positive relationships with Omnibus Success, and SF5: DJSA.

The Omnibus Success related with Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism; and Desirable Job Success Archetype (SF5: DJSA) related with Omnibus Success, Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, and Patriotism and Altruism. This simply went to show that the idealized success dimensions had been mutually correlated, a result that has been highlighted earlier also. What was more noteworthy was that Omnibus Success, and SF5: DJSA were positively related with Job Performance.

Since idealized success, it was argued, could be treated as a part of the general value system, the correlation of the idealized success dimensions with the other aspects of values might probably be treated as tautological however, it may be worth noting that Omnibus Success was significantly related to Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness; Valuing Inner Harmony and Happiness, and Valuing Intellect, Independence, Imagination, and Logic dimensions of Rokeach's value scale as also with Work Ethic. On the other hand, Desirable Job success Archetype was related to only one dimension of Rokeach's value, namely Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness. Additionally, Job Performance was also related to a dimension of Rokeach's value, namely Valuing Inner Harmony and Happiness, and Work Ethic. From among the variables related to Person's Characteristics (subsector b2), Internal Attribution in Success, and Desirable Characteristics of Successful Person were related to Omnibus Success; and Desirable Characteristics of Successful

Person, Sattwa Guna, and Self-confidence were related to Job Performance. From among the variables related to subsector b3, self-actualizing behavior was related both to Omnibus Success as well as Job Performance. Besides Quality through Self and Mutual Development, and O.K. Styles were also related to Job Performance.

Job Performance appeared to be related to Superior Support, Conducive Climate (components of sector c), Organizational Effectiveness (sector d), and Perceived Self-success Index (component of sector e). Both Omnibus Success, and SF5: DJSA were themselves related to Job Performance. In fact all the three that is, Omnibus Success, Desirable Job Success Archetype, and Job Performance were mutually correlated. Although the satisfaction scores (sector f) were (negatively) correlated with Omnibus Success, and Desirable Job Success Archetype, they may not be taken seriously due to the problem of the satisfaction scores being derived out of idealized success scores. The Job Performance did not show worth mentioning relationship with satisfaction indexes.

In terms of second order factors, the Omnibus Success was related to Competent Hardworking Self-actualizer, and of course to Desirable Job Success Archetype. The Rokeach's Values was related both to Omnibus Success as well as Desirable Job Success Archetype. Job Performance was related to Competent Hardworking Self-actualizer, Desirable Characteristics of Organization, and Desirable Job Success Archetype.

As stated earlier, the correlational results mentioned above represent only a very superficial and overly compacted and simplified picture of the value that the variables might possess in terms of their contribution to the organizational dynamics as a whole. However, insofar as the three indexes, namely Omnibus Success, Desirable Job Success Archetype, and Job Performance may be treated to be somekind of allowable criteria against which the "significance" of relationships of the other variables could be evaluated, aforementioned relationships do point to the inherent value of the variables toward organizational dynamics. It may be noted that as far as Conventional Criterion of Success is concerned, none of these three indexes, namely Omnibus Success, SF5: DJSA, and Job Performance was found to be correlated with it. Here a mention may be made of a study by Brenner and Lockwood (1965) who contended that ". . . some measure of salary progress over the most recent 5-year period of experience could be an excellent predictor of performance over the next 5 years" (p. 298). Salary was an essential ingredient of conventional criterion of success in the present study. As mentioned above, Conventional Criterion of Success did not correlate ($r = .07$) with Job Performance. Thus while nothing exactly could be foretold about 5 years hence but the salary related measure did not seem to be having any association with job performance. Therefore, there seems to be all the more reasons to make further explorations into the structure and dynamics of idealized success.

Some of the variables that have been included in this study had been subjected to empirical enquiry probably for the first time especially in the organizational behavior perspective and in Indian setting. Those include the constructs of gunas, transactional styles, leader-member exchange, quality concern, environmental forces, identification with models, change value, attribution, self-actualization, LPC score, physical attractiveness, and strategic orientation of organizations. Four out of these variables had showed up some relationship in the description mentioned above. To reiterate, they were the relationship of Omnibus Success with Internal Attribution in Success; and the relationship of Job Performance with Sattwa Guna, Self-actualizing Behavior, and O.K. Styles. Howsoever superficially, but these four (dimensions of) variables did indicate their significance by virtue of their relatively strong associations with the "criteria" against which they had been compared in the above description. The other variables just mentioned as unique to this study had also showed their significance in various other analyses that could be discerned from the respective analyses in the results section.

Explorations of some "causal and interaction effects". It would be recalled that the conceptual schemewise, this research consisted of five main sectors, which in turn, consisted of a number of variables. Owing to the lack of facility for an elaborate model building or model testing in terms of multidirectional causal linkages, it was planned to force the variables belonging to a sector into one factor through factor

analysis and thus give rise to the five forced factors corresponding to the five main sectors in the study (refer to Appendix C). Recursive path analyses were done taking the five sectors as the dependent or the criterion measure, one at a time (refer to Table 72 to Table 76).

The results with regard to sector e, that is, Person Level Outcomes as the dependent measure indicated that all the sectors, except sector a, had reasonable and almost comparable magnitudes of bi-variate relationships. However, in terms of the direct effects, the highest direct effects were those from sector b and sector d in that order. It was understandable that person related variables (sector b) could have good causal bearing on person level outcomes (sector e). What was unexpected, however, was the reasonable amount of direct effect from Organizational Effectiveness (sector d) on sector e. Whatever might be the reason, this in itself was a significant finding which pointed to the benefits of belongingness to an effective organization in order to have desirable outcomes even at individual level. The moral of the story seems to be that given a choice, one should opt for the membership of an effective organization compared to an ineffective one.

For Organization Level Outcome, that is sector d, as the dependent measure; the highest magnitude of the direct effect was that of sector c (organization related variables) which was expected because the sector c could be thought of as basically composed of Superior Support, Conducive Climate (the "desirable" factors of climate), and good Leader-Member Exchange relationship; the factors that may be treated as the "desirable"

organization related variables which should logically result in organizational effectiveness. The next strongest effect was that of sector e which indicated that the desirable person level outcomes also might contribute to organizational effectiveness. This again could be interpretable in that at least partially the organization is made up of the human components whose outcomes might be reflected even at a micro level. Other worth noting results were that the reasonably strong indirect effects of sectors b and e seemed to be coming through sector c on to organizational effectiveness (sector d). This also supported the above mentioned conjecture that the individual level characteristics might be reflected at the organizational level as well. Thus one picture that seemed to be emerging was that person related variables and person level outcomes affected organization related variables which in turn affected organization level outcome. Of course the strongest effect was that of organization related variables, in a direct manner, on to the organization level outcome, that is, organizational effectiveness.

It needs to be noted that the sectors d and e were included in the conceptual scheme as the criterion at organization and person levels respectively against which the preceding components of the organizational dynamics could be evaluated. However, in order to gain greater insight and also to have a complete set with each of the sectors as dependent variables, other sectors were also treated as the dependent measures in recursive path analyses. The results with sector c that is, organization related variables

as dependent measure showed that the greatest direct effect on sector c came from sector d. Here was a case perhaps of a bi-directional causality because as mentioned earlier, the direct effect of sector d on sector c was also of comparable magnitude, of course the effect of sector c on sector d was little more. Thus it seemed that while it is true that organization related variables "causally" affect organization level outcome, the organization level outcome also in turn probably affects organization related variables.

The results of path analysis with sector b as dependent measure showed that the strongest direct effect was that of sector c. Here again probably was a case of bi-directional causality as the direct effect of sector b on sector c was also of reasonable magnitude. Of course the effect of sector c on sector b was considerably more which was understandable because it is a "known" inference that organizational characteristics tend to influence the personal characteristics of the individuals.

According to the model, treating sector a as the dependent measure does not make much sense. Nevertheless, going strictly by the coefficients, one may assume a hint of bi-directional causality between the sectors a and b. This probably is because of the inclusion of variables like present social and work environments in sector a. Although the idea would need further testing.

However, the main concern was with the recursive causal linkages for the sectors d and e that is, organization level outcome and person level outcomes as the criterion measures.

Looking at the results with sectors d and e as dependent measures, the results seemed to suggest that there could be somekind of bi-directional causality between the organization level outcome and person level outcomes. However, the organization level outcome appeared to be affecting the person level outcomes in a greater magnitude than vice-versa. Just as the role incumbents should try for a membership of effective organizations, the organizations would also do better by ensuring that the role incumbents incur better person level outcomes as they could be conducive to organizational effectiveness in the ultimate terms.

A related question of interest was to examine as to what extent the "interactive" effects of various relevant sectors (that is, sectors a, b, and c) contribute toward the person and organization level outcomes. The results of hierarchical stepwise multiple regression analysis (Table 77) for person level outcomes as the dependent measure showed that the main effects of person related variables and organization related variables (in that order of strength of association as evidenced by respective beta weights) were significant and shared a variance of about 17 per cent with person level outcomes. The introduction of interaction terms in the regression equation did not add to the magnitude of prediction, however the interaction of sectors b and c showed individually significant effect. Thus basically the person related variables and organization related variables as well as their interaction could affect person level outcomes however the so-called interaction effect did not add to the magnitude of

prediction in terms of variance explained.

For organization level outcome that is, organizational effectiveness as the dependent measure (Table 78), it was observed that the main effect of organization related variables was significant, and so, was the interaction term consisting of person's environment, and organization related variables. However, addition of interaction term added only one per cent to the magnitude of the prediction which was not much. Therefore, the value of the interaction term both in case of person level outcomes as well as organization level outcome could be of little significance. The significance of interaction term consisting of sectors a and c, though of a little value, could be difficult to explain keeping in view the conceptual scheme employed in the study. A conjecture could be that this might have happened due to the inclusion of the present work environment related factors in sector a.

Taking all the sectors into consideration simultaneously and looking at the direct effects coming from one sector on another and vice versa (with the help of comparison among Table 72 to Table 76), it would appear that bi-directional causalities, though with a little variation in relative magnitudes of the effects, existed among the following sectors as representatives of the variables contained in them (by virtue of the forced factors constituting the sectors). Sectors a and b, sectors b and e, sectors b and c, sectors c and d, and sectors d and e. In terms of the sectors comprising forced factors, no strong direct or bi-directional effect seemed to be linking sectors b and d, and c and e; as one could have conjectured. Thus in contrast to

the original elementary conceptual scheme where sectors b and c were presumed to be causally independent (in reality the sectors in terms of forced factors were correlated to the extent of .34), and sectors d and e between which no relationship was presumed; the methodology adopted (path analysis in a recursive model with forced factors) had revealed the bi-directional causalities as has just been mentioned. However, owing to the limitations inherent in the methodology adopted, the causal interpretations just offered should be taken with a note of caution.

Nevertheless, in order to compare and contrast the results obtained with the early elementary conceptual scheme, the Figure 13 might be compared with Figure 1. The Figure 13 is suggestive of one of the most nagging facts of the organizational dynamics that is, the complexity of relationships and reverberating feedbacks among the variables. However, most bi-directional linkages in the Figure 13 could be in accordance to what researchers have come to expect by now except the direct effect going from the sector b to sector a. If one simply goes by the label of sector a (i.e., Person's Environment), it might become difficult to conceive as to how the person related variables might possibly effect the person's environment, something that might presumably have existed backward in time. However, on a closer look (due to reasons mentioned while describing environmental socializing forces in the introduction section), certain factors or variables had got included in the sector a that might be one of the reasons behind the existence of the just mentioned "causal" link from sector b to sector a. It may possibly be argued (as had been pointed out earlier also) that

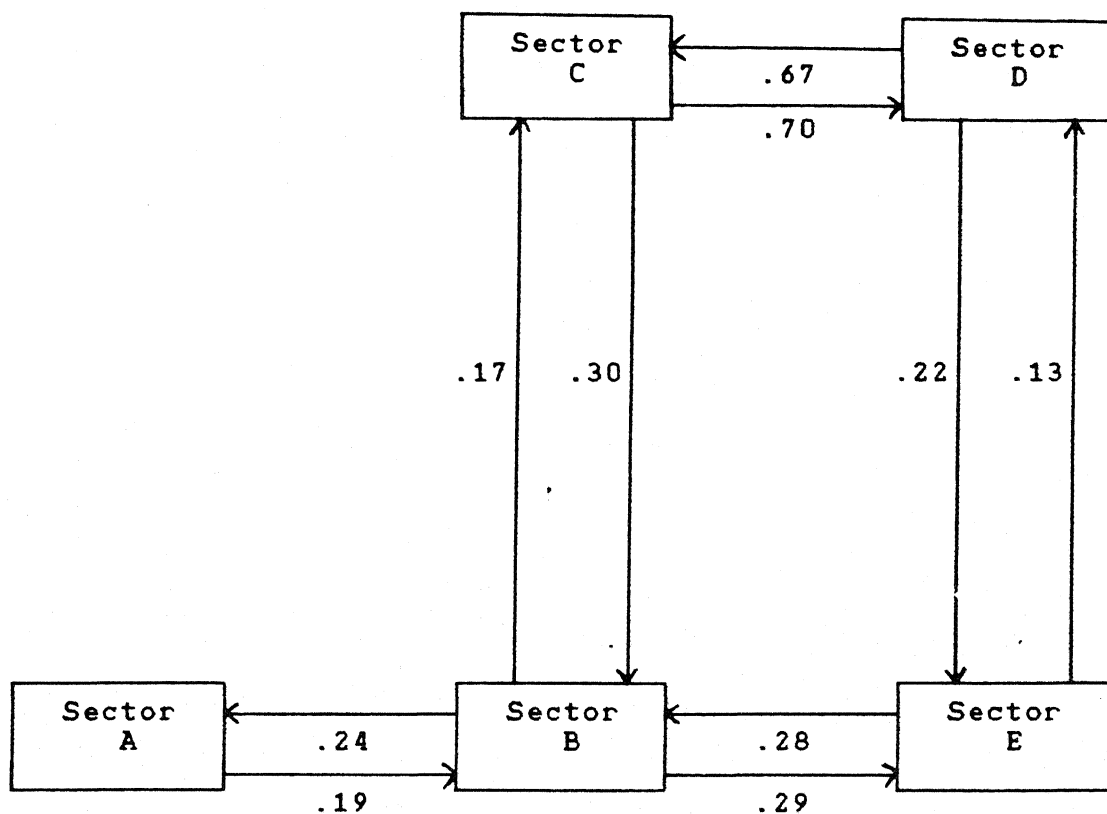


Figure 13. Depicting the direct effects in a recursive path analytic model with forced factors.

Note. The coefficient along arrows are the path coefficients representing the direct effects.

such result is due to the "faulty" conceptualization and the methodological artifacts. Admittedly there may also be some grain of truth in this allegation. However, there had been considerations in keeping such "problematic" variables in sector a (as mentioned in the introduction section) and besides, some "corrective" treatment would be done when attempting a "path analysis" with the "second order" factors.

Comparing the indexes of associations between the sectors.

The results just described were based on the sectors comprising the forced factors. Technically speaking, the forced factors may have a different relationship compared to a situation in which the variables constituting a sector were related to the variables constituting some other sectors. In this context, it would be enlightening to make a comparison between the relationship with sectors comprising the forced factors and the sectors comprising the dimensions of variables. In other words, the results of path analyses with five sectors comprising forced factors might be compared with the results obtained through canonical correlation where the sectors were related to one another without forcing the variables into single factors. Thus referring to question numbers 1, 2, 3, and 13 vis-a-vis the results of the path analyses with forced factors, the following comparison and contrast become apparent.

First of all let us recapitulate the canonical correlation results. The sectors a and b shared a variance of 50 ($R_c^2 = .50$) per cent as against the shared variance between "forced factors constituted" sectors a and b of just five per cent (squared

coefficient of correlation between forced factor constituted sectors, referred heretoeafter as \underline{Fr}^2 for short, e.g., $\underline{Fr}^2 = .05$). Similarly between sector b and e, \underline{Rc}^2 was .56 whereas \underline{Fr}^2 was .12, and again whereas \underline{Rc}^2 between sectors c and d was .61, \underline{Fr}^2 was .52. Lastly \underline{Rc}^2 between sectors a, b, c, and d on one hand and e on the other hand was .63. In this case, a comparison would be drawn taking help of the multiple correlation coefficient derived from the forced factor generated sectors in order to show the relationship between sectors a, b, c, d on one hand and e on other hand. The multiple \underline{R}^2 was .20 (the coefficient \underline{Fr}^2 was not applicable in this case because relationship of four sectors was to be shown with the fifth).

The results of the comparison between the obtained relationships out of forced factors with those obtained out of the sets of variables (that is, obtained during path analysis and canonical correlation respectively) did show differences in the magnitudes of relationships. The correlation based amount of shared variance between the sectors comprising the forced factors were lower than the canonical correlation based amount of shared variance between the sets of variables constituting the sectors. These results point to the implication of attempting to understand the relationship between the two sets of variables versus the relationship between the two "representative" sectors which although might consist of the same sets of variables but technically should be treated as representative new variables of the respective sectors or the scores computed to index the two sets of variables. The forced factor approach makes things easier to describe and may be even to understand but it fails to

tap the richness of the intricacies of the relationships between the two sets of variables.

Based on the path analyses results, it appeared that in terms of direct effects, the sector e could be thought to be "caused" more by sectors b and d in that order; sector d by sector c, sector b by sectors c, e, and a in that order; sector c by sectors d and b in that order; and sector a by sector b (although this was difficult to explain in terms of direct causal link). Thus when it comes to relationship between sectors b and c, although there could be assumed a bi-directional causality, organization related variables seemed to be affecting person related variables more than the person related variables affected the organization related variables. Further the person level outcomes seemed to be affected more by person related variables and organization related variables in that order.

Although a direct comparison with the forced factors may not be available nevertheless, it may be interesting to continue the strand of comparison taken up above in order to have a relatively more complete picture of the relationships among the variables in terms of their subsectorial affiliations in this section. The focus would primarily be on the subsectors of sector b. Looking at them in a sequence, the person's environment shared 28 per cent variance with person's values (in terms of the maximum variance shared in CC results). The person's values (of which idealized success was also a part) shared a variance of 63 per cent with person's characteristics, and person's characteristics shared a variance of 66 per cent with person's behaviors. The

person's values and characteristics taken together shared a whopping 71 per cent of variance with person's behaviors. Considering that person's behaviors are the important building blocks of the organizational existence and development, the role of person's values and characteristics, in the light of such a high amount of shared variance, becomes much more important. Therefore, it may not be a bad idea to suggest that through the screening in selection and training procedures, the management should try to impinge upon the person's value systems and characteristics so as to make them possible to become consonant with organizationally appropriate behaviors. It may not be out of place to point out to the importance of the environmental effects as well since the sector a had had shared a variance to the extent of 28 per cent with person's values. Hence the person's work environment may be improved upon and the effects of the other constituents of person's environment could be possible to control for through screening at the time of selection and placement.

Attempting a compaction: Explorations with the second order factors. It would be recalled that the responses obtained on the items of the questionnaire used in the present study were subjected to factor analysis primarily with a view to effect reduction in the quantum of data. The method of factor analysis used employed the oblique rotation procedure which had made it possible to have factors that could be correlated and thus might be used for higher order factor analysis. The higher order factor analysis may prove beneficial in that it may substantially reduce the number of primary factors into further unified

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sectors and variables based on second order factor analysis, refer to the results section (question numbers 64 to 76, and Figure 11).

In a nutshell, the conceptual scheme based on the second order factor analysis had become markedly modified with the disappearance of the sector d of the original conceptual scheme, and a reduction in the number of variables related to person level outcomes. Thus sector wise, the Person's Environment contained three second order factors; Person Related Variables contained seven second order factors; and Organization Related Variables, and Person Level Outcomes consisted of one second order factor each. Referring to Figure 11, a comparison is proposed to be presented mainly in terms of the shared variances between the sectors. The figures in parentheses indicate the amount of shared variance when comparable analysis was done taking the first order factors (for finer details, please refer to specific questions with first and second order factors in the results section).

The sectors a and b had a shared variance of 12 per cent when they were related taking the second order factors (SFs) into consideration (as against 50 per cent when same sectors were related taking the first order factors into consideration in CC results). Similarly in a regression analysis, the shared variance between sectors b and e was 9 per cent (compared to 56 per cent in CC analysis). Further the shared variances between the sectors were as follow. $a - b_1 = 7$ per cent (28 per cent); $a - b_2 = 19$ per cent (63 per cent); $b_2 - b_3 = 16$ per cent (66 per cent); $b_1b_2 - b_3 = 24$ per cent (71 per cent); $b_3 - e$, in

regression = 7 per cent (39 per cent in CC); abc - e in
 regression = 12 per cent (since this was meant to show the
 relationship of sector e with all the preceding sectors, and at
 the first order factor stage the sector d was also present, no
 exactly comparable result is available although the CC results
 between abcd - e indicated a shared variance of 63 per cent);
 b - c in regression = 16 per cent (43 per cent in CC); b3 - c
 in regression = 13 per cent (29 per cent in CC); b1 - c in
 regression = 6 per cent (23 per cent in CC); b2 - c in regression
 = 6 per cent (28 per cent in CC); and b1b2 - c in regression = 8
 per cent (36 per cent in CC).

The above mentioned comparisons of the shared variances
 between the sectors in terms of first and second order factors
 reveal that when the sectors are treated as composed of first
 order factors, the amount of shared variance between the sectors
 is almost always greater compared to when the sectors are treated
 to be composed of second order factors. Of course this result
 may not be treated as leading to particularly great wisdom
 because among other things, the amount of variance may simply be
 a function of the number of variables considered together which
 was always greater in case of first order factors. Nevertheless,
 apparently the first order factors make a more comprehensive
 representation of the sectors.

Insofar as the second order factors may be considered as the
 "factors underlying the factors", one of the ultimate criteria in
 terms of person level outcome, namely Job Mobility and Income
 seem to have greater strength of associations with the second

order factors, namely Team Building and Productivity Concern, and Stimulation and Autonomy in Present Environment. This brings out the importance of the desirable characteristics of the environment in which the role incumbent presently has to work, and also of a desirable behavior pattern that reflects team building and productivity concern toward job mobility and income (which may be treated some sort of a reflection of conventional criterion of success).

Further, the strength of association of second order organization related variables, namely Desirable Characteristic of Organization (which, it may be noted, also subsumed organizational effectiveness) was examined with second order person related variables in the multiple regression equation. Again Team Building and Productivity Concern turned out to be the most potent predictor. The second most potent predictor was Desirable Job Success Archetype. Considering that the second order factors might represent more stable underlying dimension that worked behind the organizational dynamics, the person's behavior pattern marked by team building and productivity concern, an environment marked by stimulation and autonomy, and the person's value marked by the desirable job success archetype appeared to be crucial aspects to take care of while designing the organizational setting for better outcomes both at person as well as the organization level.

As was mentioned earlier, one of the purposes behind going in for the second order factor analysis was also to arrive at a relatively small number of factors that could be examined in their own rights irrespective of their sectorial affiliations in

any conceptual scheme. With this end in mind, a path analysis was attempted taking the twelve second order factors in a recursive model (primarily due to the fact that facilities for non-recursive path analysis were not available). In this path analysis, the effects of each of the twelve variables would be explored on every other variable as the dependent or the criterion measure. Refer to the explorations of linkages among the second order factors in the results section, and Figure 12 as well as Tables 92 to 103 for finer details.

The results indicated that there were three major findings. (a) There was a "bi-directional direct effect" between most of the second order factors, this indicated toward the complexity of relationships in the organizational dynamics even at the second order factors' level; (b) there were two uni-directional direct effects, one from Desirable Characteristic of Organization to Desirable Job Success Archetype which showed that the organization related variables could affect person's values, and the second was from Rokeach's Values to Stimulation and Independence in Early Environments, a finding which was difficult to explain (a conjecture could be that since Rokeach's Values reflects the values and therefore a covariation of values may be expected even at an early stage environment, however, the idea needs further explorations and substantiation); and (c) the person's behavior reflected in Team Building and Productivity Concern emerged as one of the most significant variables having a bi-directional linkage with six out of the twelve variables, which pointed to the importance of team building and productivity

concern in an organizational setup.

It may be noted that this second order factor was composed of two primary factors, namely Quality through Team Building, and Quality through Productivity Management. Clearly the importance of Team Building and Productivity Concern, and the two first order factors constituting it, cannot be undermined so long as the desirable person level and organization level outcomes would be a matter of concern for the management and organization designers.

Bivariate relationships among some aspects of success. It would be recalled that Conventional Criterion of Success was included in the study to provide an anchor of perspectives on executive success, and that Omnibus Success turned out to be the most valued subjective idealized success definition in the sample of the study. Also, "Own People" Success Archetype turned out to be the least valued subjective idealized success definition in the study. Some discussion on the ramifications of an insignificant relationship between Conventional Criterion of Success and Omnibus Success has already been made. However, considering that the study included a number of variables about which more sophisticated analyses might have been a difficult proposition, it would not be a bad idea to take a look at Appendix E with a view to locate the variables that showed differential bivariate relationships with Conventional Criterion of Success, Omnibus Success, and "Own People" Success Archetype.

The variables having significant correlation with Omnibus Success were Excellent Work Life, Comfortable Living, Leadership and Power, Job Prestige and Stability, Patriotism and Altruism

factors of subsector b1; Stimulating Childhood Environment, Stimulating Adolescence Environment, Independence Emphasis in Adolescence Environment, Stimulating Present Social Environment, Independence Emphasis and Stimulation in Present Work Environment, Considerate and Competent Prework Model factors of sector a; Change Value, Valuing Cleanliness, Ambitiousness, Capableness and Broad-mindedness; Valuing A World of Beauty, A World at Peace, and Equality; Valuing Forgiveness and Helpfulness, Valuing Inner Harmony and Happiness, Valuing Intellect, Independence, Imagination, and Logic, Work Ethic factors of subsectors b1; Internal Attribution in Success, Philanthropic and Sentient, Creative and Witty, Desirable Characteristics of Successful Person, Dominant and Ambitious, Tamas Guna (negatively correlated, negative correlation heretoeafter will be symbolized by letter N), Rajas Positive Guna, Sattwa Guna, Rajas Negative Guna (N); Competent, Considerate, Proper, and Forward Work model; LPC Index (N), Internal Locus of Control, Need for Achievement, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Positive Self-concept, Self-confidence factors of subsector b2; Self-actualizing Behavior, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers (N), Expertise Display Directed toward Subordinates, Indispensability of Self Directed toward Superiors, Amicability Directed toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Quality through Team Building, Quality through Self and Mutual Development, Quality

through Productivity Management, O.K. Styles factors of subsector b3; Superior Support factor of sector c; Seniority (N), Perceived Self-success Index, Effective Communication and Dealing, Job Performance factors of sector e; Global Satisfaction (N), Job Satisfaction (N), and Off-the-Job Satisfaction (N) variables of sector f.

Similarly the variables having significant correlations with Conventional Criterion of Success were "Own People" Success Archetype (N), Comfortable Living (N), Job Prestige and Stability (N) factors of subsector b1; Independence Emphasis and Stimulation in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment, Parental Socio-economic Status factors of sector a; Change Value factor of subsector b1; Internal Attribution in Failure, External Attribution in Success (N), Internal Attribution in Success (N), Rajas Positive Guna (N), Competent, Considerate, Proper, and Forward Work Model, LPC Index (N), External Locus of Control (N), Opinion toward Physical Attractiveness factors of subsector b2; Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers (N), Noncontroversial and Tolerant toward Coworkers (N), Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates (N), Name Dropping and Cornering Directed toward Subordinates (N), Omnibus Diplomacy Directed toward Superiors (N), Quality through Team Building, Quality through Self and Mutual Development, Not O.K. Styles (N) factors of subsector b3; Conducive Climate factor of sector c; Job or Position Change, Seniority (N), Financial Status, and Perceived Self-success Index factors of sector e.

Again the variables having significant correlations with "Own People" Success Archetype were Comfortable Living, Leadership and Power, Job Prestige and Stability, Patriotism and Altruism factors of subsector b1, Stimulating Childhood Environment, Concern for "Own People" in Childhood Environment, Concern for "Own People" in Adolescence Environment, Concern for "Own People" in Present Social Environment, Concern for "Own People" in Present Work Environment factors of sector a, Internal Attribution in Failure (N), External Attribution in Success, Rajas Positive Guna, Competent, Considerate, Proper, and Forward Work Model (N), Self-centered and Spontaneous Work Model, External Locus of Control, Need for Power, Lower level Needs Satisfying Work Situations, Higher level Needs Satisfying Work Situations, Opinion toward Physical Attractiveness, Positive Self-concept (N), Self-confidence (N) factors of subsector b2, Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers, Noncontroversial and Tolerant toward Coworkers, Threat, Pseudo-ignorance, and Exchange Directed toward Subordinates, Name Dropping and Cornering Directed toward Subordinates, Omnibus Diplomacy Directed toward Superiors, Amicability Directed toward Superiors, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Reinforcement and Authoritativeness Directed toward Superiors, Not O.K. Styles factors of subsector b3, Harmony and Consistency (N), Conducive Climate, Decentralization factors of sector c, Job or Position change (N), Financial Status (N), and Conventional Criterion of Success (N) factors of sector e.

Comparing the results of bivariate relationships of other variables with Omnibus Success, Conventional Criterion of Success, and "Own People" Success Archetype contained in the above three paragraphs indicate that, by and large, the nature of relationships of the above variables had been mutually different in relation to Omnibus Success (OS), Conventional Criterion of Success (CCS), and "Own People" Success Archetype (OPSA). That is to say that variables going together with OS may not be similar to those going together with CCS. There were certain variables however which had significant relationships with OS and CCS. They were Comfortable Living, and Job Prestige and Stability (negative with CCS, and positive with OS), Independence Emphasis and Stimulation in Present Work Environment, Change Value, Internal Attribution in Success (negative with CCS, and positive with OS), Rajas Positive Guna (negative with CCS, and positive with OS), Competent, Considerate, Proper, and Forward Work Model, LPC Index (negative both with CCS and OS), Threat, Pseudo-ignorance, and Exchange Directed toward Coworkers (negative both with CCS and OS), Quality through Team Building, Quality through Self and Mutual Development, Seniority (negative both with CCS and OS), and Perceived Self-success Index. The factors Comfortable Living, and Job Prestige and Stability were also common in terms of relationship with OPSA.

It needs to be pointed out that despite the fact that they have been mentioned, the negative relationships of Global Satisfaction, Job Satisfaction, and Off-the-Job Satisfaction with OS should be treated with caution as these three satisfaction indexes were based on the scores derived from idealized success

indexes of which OS was a part. Similarly caution should also be exercised in interpreting the relationship of Seniority, and Financial Status with CCS as these two factors had contained the scores of age and salary respectively on which CCS index was based.

In summary then, different factors were associated with Conventional Criterion of Success (criterion which has traditionally been used in research on executive success), Omnibus Success (the idealized success dimension which was apparently given the highest preference in the sample), and "Own People" Success Archetype (the idealized success dimension which generally considered to be negative from an egalitarian perspective, and which was apparently given the lowest preference in the sample). Although not exactly in causal terms but it might point to the importance of different factors for the shaping of differential success aspects.

Differentiations in terms of categorical variables. It would be recalled that some macro level (categorical) and structural variables had also been included in the study. These were Hierarchical Levels, Industrial Categorization, Organization's Present Strategic Orientation, Organization's Past Strategic Orientation, Organization's Future Strategic Orientation, Ownership, and Technological Sophistication.

A large number of explorations had been done taking these variables, but in the interest of parsimony and conservation of space, only a selection of those explorations had been included in the study report. Of course the details of other explorations

may be separately had from the investigator on request. Mainly a few discriminant analyses and some 3 x 3 x 2 (Industrial Categorization x Hierarchical Level x Ownership) analysis of variance would be included in the description.

It appeared that the aspects of success and satisfaction varied across the factors included in the analyses of variance. The details of the results appear in relation to question number 53 in the results section. The results seems to suggest that respondents in certain organization had shown greater average magnitude of attributes that could be considered desirable compared to certain other organizations. The organizations, of course varied in terms of industrial categorization, and ownership, and the respondents varied in terms of hierarchical levels. Considering that certain attributes could be considered as desirable to have, the organizations lacking in them would be well advised to take necessary steps to improve in terms of those attributes.

In addition to analyses of variance, some discriminant analyses were done taking the categorical and structural variables as the criteria and other variables in the study as the discriminating variables. Refer to question numbers 48 to 52 for details. It was encouraging to note that in almost all the cases, several of the variables could significantly discriminate among the categories of the criteria. Of particular interest would be to note the variables associated with the high technological sophistication, and the prospector strategic orientation (in present as well as in the future contexts). Refer specifically to question numbers 49 and 50 for details.

The idea should be to identify the variables which could either be used for diagnostic purposes (for use in consultancy, organization design etc.), or could be acted upon for intervention purposes toward organizational change and development.

Since identification of relevant variables should ideally be dictated by the situational contingencies and the specific requirements of the investigation, the prescriptive description of the "relevant" variables on the basis of discriminant analyses results would be dispensed with. Nevertheless, it is strongly recommended that the appropriate portion of the results section be consulted for identification of relevant variables while keeping in mind the specific situational requirements that might be there.

Certain insights based on the perceived Self-success Index.

It would be recalled that Perceived Self-success Index had had significant correlations with most of the aspects of success included in the study (of course exception was "Own People" Success Archetype). It was considered worthwhile to identify the organizations in the sample which could either be classified as organizations having the lowest or the highest magnitudes of perceived self-success index. The question number 61 in the results section was addressed to this issue. Based on a univariate analysis of variance with Perceived Self-success Index as the dependent measure, O₁₀ and O₅ were the organizations that had been identified as having this variable in the lowest and the highest magnitudes respectively.

The next question of interest was to identify the variables that significantly demarcate between the two organizations varying in terms of the average magnitude of perceived self-success index. The univariate F-ratios were calculated between these two organizations for the averages of all the noncategorical variables in the study as the dependent measure.

The results (Table 70, Figure 10) showed that "significant" variables differentiating between these two organizations were the following (which came from all the sectors in the conceptual scheme). "Own People" Success Archetype, Stimulating Present Social Environment, Concern for "Own People" in Present Work Environment, Achievement and Independence Reinforcing Present Work Environment, Parental Socio-economic Status, Valuing Cleanliness, Ambitiousness, Capableness, and Broad-mindedness, Valuing A World of Beauty, A World at Peace, and Equality, Rajas Negative Guna, Noncontroversial and Tolerant toward Superiors, Opinion Conformity and Other-enhancement Directed toward Superiors, Superior Support, Harmony and Consistency, Conducive Climate, Decentralization, Leader-Member Exchange, Organizational Effectiveness, Financial Status, Conventional Criterion of Success, Global Satisfaction, Job Satisfaction, and Off-the-Job Satisfaction.

The results further showed that out of the above variables, all were present in higher magnitudes in the organization identified as having highest magnitude of perceived self-success index except for Rajas Negative Guna, and Parental Socio-economic Status which had higher average magnitudes in organization lowest on perceived self-success index. It would be recalled that same

finding was obtained with respect to question number 57 in the results section where these two variables, namely Rajas Negative Guna, and Parental Socio-economic Status were found to be present in higher magnitudes in the less "effective" organization. Thus one may need to be alert on account of these two variables due to their association with lower effectiveness in organizational terms as well as lower magnitude of perceived self-success index.

It would be noted that there were several variables that were found to be there in higher magnitudes in the organization high on perceived self-success index. As far as the dimensions of idealized success are concerned, the only significant mean difference that was observed between the organizations having lowest and highest magnitudes of perceived self-success index was in terms of "Own People" Success Archetype. Here again the results exactly tallied with what was found with respect to question number 57, where "Own People" Success Archetype was found to be the only 'significant' idealized success dimension that was there in higher magnitude in more "effective" organization. It may be recalled that Perceived Self-success Index (PSSI) and "Own People" Success Archetype (OPSA) did not correlate significantly ($r = .06$) in terms of zero order correlations in the overall sample. However, in the specific sample of O₅, which was marked by high magnitude of PSSI, both PSSI and OPSA had been simultaneously present in significantly higher magnitude, at least in terms of the averages, compared to those in O₁₀ which was marked by the low magnitude of PSSI. Though it must be pointed out that the correlation between the

two variables that is, OPSA and PSSI even on the basis of the respondents only from O₅ was not significant ($r = -.03$, $p > .05$; not shown in Appendix E). Thus it appeared that although PSSI and OPSA could not be taken as varying together, their simultaneous presence in a specified setting (or organization) may not be completely ruled out. Therefore, although unexpectedly, OPSA seem to be present in higher magnitude in O₆ (most "effective") and O₅ (organization with highest magnitude of PSSI), these may be indications that OPSA may not always be such an undesirable thing as it is usually made out to be. However, the idea needs to be tested further.

Some of the studies have been found to be in the existing literature pertaining to those variables that were present in higher magnitudes in the organization marked by high magnitude of Perceived Self-success Index. The variables like values (Brunson, 1985; England & Lee, 1974; Munson & Posner, 1980; Ryan et al., 1981; Watson & Williams, 1977), behavioral strategies (Baird & Kram, 1983; Bass, 1978; Larwood & Kaplan, 1980), climate (Hall, 1971; Hall & Hall, 1976; Hall & Schneider, 1973), biographical information (Childs & Klimoski, 1986), and satisfaction (Bray & Howard, 1980) have been found to be related to the aspects of success.

Focusing on the satisfaction. The construct of satisfaction was included in this work to form one of the criteria against which some of the organizational dynamics might be evaluated. The questions of satisfaction, job satisfaction, and off-the-job satisfaction are pretty old in the literature and so is the controversy regarding satisfaction and performance relationship.

Various hypotheses have been suggested regarding satisfaction--performance relationship which include hypotheses like (a) satisfaction causes performance, (b) performance causes satisfaction, and (c) rewards cause both performance and satisfaction. In the past, the organizational thinking has been dominated by an emphasis on making job satisfaction important which was later on followed by a realization that job satisfaction may be unimportant as well.

The supporters of the idea of job satisfaction being important argue that people want self-actualization and those who do not attain job satisfaction never reach psychological maturity and become frustrated, the job is central to a person's life and people without work tend to get unhappy, people want to work even when they do not have to, lack of challenging work leads to low mental health, work and leisure patterns are interrelated and therefore people with uncreative jobs engage in uncreative recreation, and finally low job satisfaction and alienation from work leads to lower productivity and an unhealthy society.

On the other hand, supporters of the idea that job satisfaction may be unimportant argue that some people prefer unchallenging work, the individual's personality has tendency to become fixed before people start working and work does not have to do much with it, most people have relatively low levels of aspiration for job satisfaction and do not expect much more than routine work, many people focus their lives on off-the-job activities, having a job may be good enough and the job does not necessarily have to be challenging, poor mental health may be due

more to low status associated with routine jobs and not necessarily with the (lack of) challenge contained in job, and finally provision of challenging work for everybody will mean almost total elimination of mass production technology and the standard of living that the society has gained through it for which there is little reason.

It has been realized that job satisfaction alone is not a consistent predictor of individual work performance. Nevertheless, it may be an important component of larger set of variables that can predict performance, and at least for certain persons it may even directly predict performance. Regardless of whether or not job satisfaction causes work performance, one probably would have to admit that it is a part of human resource maintenance and therefore should be regarded as an important work resultant in its own right. It should be treated as something desirable in and of itself. The current thinking on satisfaction--performance relationship is that rewards cause both satisfaction and performance (Cherrington, Reitz, & Scott, Jr., 1971; Greene, 1973). If one subscribes to this view then it will emerge that rewards contained in work are the things that can affect both job satisfaction and work performance of the role incumbents. In this connection, a research question could be what determines the values people attach to various work related rewards. It would appear that if a person gets what is wanted most, it may affect both the performance and the satisfaction.

Due to the methodological complications (satisfaction being a derived score out of idealized score), bivariate relationship between Omnibus Success (apparently the most wanted thing) and

Satisfaction indexes may not be taken as valid. However, it should be pointed out that another index of success, namely Perceived Self-success Index (which was correlated with Omnibus Success, though the correlation was not very high) had positive correlations with all the three indexes of satisfaction, namely Global Satisfaction, Job Satisfaction, and Off-the-Job Satisfaction as well as with all the three factors of personal effectiveness. Additionally, Omnibus Success also had positive relationships with two of the factors of personal effectiveness, namely Effective Communication and Dealing, and Job Performance. Thus, though not in very clear and straight forward terms, but an indication was obtained that people who defined their idealized success in terms of Omnibus Success could have personal effectiveness (in terms of the two factors), and insofar as Perceived Self-success Index may be taken to have shared variance with Omnibus Success and thereby representing Omnibus Success in some form, getting the desired thing might also associated with satisfaction. Though as already pointed out, the computation of direct relationship of satisfaction with idealized success scores was difficult and therefore, the hypotheses may need further testing with alternative approaches.

As mentioned earlier, the satisfaction in itself could be a valuable variable and just the aspects of success may not be sufficient to explain sufficient amount of variance in satisfaction. In this connection, it is proposed to make a reference to the research question numbers 16 to 22 of the results section. In these research questions (especially

question numbers 19 and 20), the sector b, namely Person Related Variables were segmented in two parts that is, one consisting of Person's Values and Characteristics, and the other consisting of Person's Behaviors. The idea was to explore as to with which of these two aspects, the indexes of satisfaction were more closely related.

The findings were not very straightforward. In terms of shared variance, the person's behavior, that is subsector b3, shared more variance with job satisfaction and off-the-job satisfaction (28 per cent) as compared to that shared by person's values and characteristics that is, subsectors b1 and b2 taken together (26 per cent). So apparently the person's behavior had more to do with certain aspects of satisfaction. This was understandable in that if satisfaction may be regarded as an "outcome", than the overt behaviors are more tangible antecedents to outcomes than the immanent characteristics. However, none of the behaviors had sufficiently high loadings on the variate that was related to the two aspects of satisfaction. This probably meant that whereas in terms of a category, the behaviors shared more variance with satisfactions; the specific behaviors themselves did not have good strengths of associations with the behavioral category itself. Further, owing to the stand taken in the study for description of canonical correlation results, the relationship of subsector b3 with satisfactions was not considered worth description. On the other hand, while in absolute terms the subsectors b1 and b2, taken together, had shared a little less of variance with satisfactions, there were a number of variables that had high loadings on the variate. Thus

it could be inferred that whereas in terms of a category as a whole, the person's values and characteristics may be a little less related to satisfactions, however in terms of variables that constituted a variate, there were many important variables and it is in this sense that person's values and characteristics may be considered to be more important than person's behaviors when it comes to drawing inference regarding the relationships of person related variables with satisfactions.

Furthermore, it was argued that the overall satisfaction, termed as Global Satisfaction, could be a function of a number of variables pertaining to all of the remaining five sectors in the conceptual scheme. The results based on multiple regression analysis showed (refer to results of the research question number 22) that indeed a number of variables, and their dimensions were related to Global Satisfaction.

Since it has been argued that satisfaction by itself is valuable, it might be suggested that the variables contributing toward it should be attempted to be maximized, atleast so long as they do not interfere with the organizational or individual objectives by appropriate screening and intervention mechanisms. Needless to say that the factors associated negatively with satisfaction should be attempted to be reduced as well.

Additionally, it was considered worthwhile to identify the organizations in the sample, which could be classified as the highest and the lowest, on the construct of satisfaction. Actually three analyses of variance had to be calculated (refer to Tables 65, 66, and 67) in order to identify the organizations

that could be termed as the lowest and the highest in terms of satisfaction owing to the three kinds of satisfaction indexes included in the study, namely Global Satisfaction, Job Satisfaction, and Off-the-Job Satisfaction. Coincidentally, the same two organizations, namely O₇ and O₃ turned out to be the lowest and highest respectively in terms of average satisfaction on all the three indexes of satisfaction.

Further, an attempt was made to identify the variables that might significantly demarcate between the two organizations varying in terms of the average magnitudes of the satisfaction indexes. The univariate F-ratios were calculated between these two organizations for the averages of all the noncategorical variables in the study as the dependent measure.

The results (Table 68, Figure 9) showed that 'significant' variables differentiating between these two organizations were the following ones. Omnibus Success, Excellent Work Life, Job Prestige and Stability, Patriotism and Altruism, Stimulating Childhood Environment, Stimulating Adolescence Environment, Independence Emphasis and Stimulation in Present Work Environment, Considerate and Competent Prework Model, Change Value, External Attribution in Failure, Self-centered and Spontaneous Work Model, LPC Index, Reinforcement and Authoritativeness Directed toward Superiors, Harmony and Consistency, and Job or Position Change.

The results further showed that out of the above variables, Independence Emphasis and Stimulation in Present Work Environment, External Attribution in Failure, Self-centered and Spontaneous Work Model, LPC Index, and Harmony and Consistency

were present in higher magnitudes in the organization identified as highest on satisfaction. Thus it may be suggested that the just mentioned variables should be attempted to be maximized as they had been found to be "associated" with the organization marked by the high magnitude of satisfaction. The variables like environmental socializing forces (Louis et al., 1983; Sinha et al., 1987), attribution (Norris & Niebuhr, 1984; Porac et al., 1981), and climate (Batlis, 1980; Carpenter, 1981; Downey et al., 1975; Muchnisky, 1977) have been found to be related to satisfaction even in some of the earlier studies.

As far as the dimensions of idealized success are concerned, four of the idealized success dimensions, namely Omnibus Success (OS), Excellent Work Life (EWL), Job Prestige and Stability (JPS), and Patriotism and Altruism (PA) were found to be there in higher magnitudes in O7 (organization scoring low on satisfaction). The finding indicated that people would define their idealized success in terms of OS, EWL, JPS, and PA belonged to an organization (O7) which scored lowest on all the three indexes of satisfaction. Unfortunately, since the satisfaction scores were derived scores from idealized success scores only, therefore the computation of correlation coefficients between satisfaction indexes and these dimensions of idealized success could be questionable.

Even the evidence indicating the presence of these idealized success dimensions in higher magnitudes in the organization marked by lowest satisfaction, needs caution in interpretation (primarily due to the fact that satisfaction index was based on

scores derived from idealized success). However, on the face value at least, it appeared that in an organization marked by low satisfaction, people might tend to define their idealized success in terms of OS, EWL, JPS, and PA compared to their counterparts belonging to an organization marked by high satisfaction. A long drawn conclusion might also be that people who work in an organization that is marked by high amount of satisfaction, tend not to define (or if at all, tend to define to a lesser extent) their idealized success in terms of OS, EWL, JPS, and PA. Somewhat similar pattern of relationship between the idealized success dimensions and the aspects of satisfaction was also observed on the basis of bivariate relationship (Appendix E) computed from the overall sample; although as has already been mentioned, these bivariate relationships need caution in interpretation.

Presenting a Compendium

It would be recalled that this work attempted to deal with the construct of executive success within the conceptual boundaries constituted by some of the building blocks that go into the making of organizational dynamics. There are few things that should be apparent by now either by virtue of information contained in the preceding sections of this work or through the literature already existing in the realm of behavioral sciences. Without really counting those things unit by unit, the things that might form a kind of background could be deciphered from what follows.

Firstly, going by most of the perspectives, any socially relevant group right from family to nation may be labeled as an

organization. Secondly, while it is admitted that organizations may vary across the dimensions of structure, process, and purpose; performance toward realization of some stated goal would be a prerequisite. Thirdly, the effective performance may best be understood in terms of a conjoint resultant of the technical as well as the social aspects constituting the organization. Of course certain aspects of structure and management such as design and strategy may also be understood in terms of interaction of the technological and social forces. At this point of time, at least in the area of organizational behavior, there would hardly be anybody who would venture to categorically deny the importance of effective utilization of the social forces.

By now, there is a considerable body of knowledge that points to the fact that it is the attainment of what people want to attain, which have very real and worthwhile ramifications toward the organizational dynamics. When people join an organization, they bring along certain desires and/or wants that affect on-the-job performance and may be also off-the-job existence. Some of these desires and wants are physiological while others are related to psychological and social values. These wants interact with the environment and these interactions, in turn shape on-the-job wants that may form the basis of the motivation to perform toward various things which of course would include job performance. Thus it seems that desires and wants related to (physiological and) psychological and social values, and their interaction with whatever goes in the make-up of environment have serious consequences for organizational

dynamics, especially for motivation and performance. Of course the importance of the internalized representation of the environment marked by perceptual dynamics and their outcomes cannot be undermined. Thus in an overly simplistic terms, it may be said that desires and wants would be behind the genesis of certain important outcomes.

The results of this research seem to suggest in the least that people tend to value certain things in life. However, whether they are "caused" by desires, wants or something else or not, is a different issue and may be open to debate. The objects of preference or value may be of two types as has been usually reported in the literature. Firstly, there may be extrinsic values which are subject to the influence of other person or social influence such as money, advancement, financial security etc. Secondly, there may be intrinsic values that constitute the idiosyncratic needs and motives of the individuals. It is not very well-known whether two types of values are always distinguishable but it may be reasonable to presume that they are different in terms of their origin, and may have different implications for management, that is, management can control extrinsic values directly but not the intrinsic values. A noteworthy point that has been suggested in the literature is that there are differences between people in intrinsic motivational characteristics. The implication of this is that any solution to work problems based on these motivational variables can be only partial in nature because it is based only on those having the characteristics to a significant degree and the assumption that not everybody can be trained to develop it in

equal amounts (Korman, 1978, p. 52).

The central thesis of this work revolves around the idea that some people just get a kick out of attainment of what they like to attain. This liking, it is hypothesized, may be related either to extrinsic values or to intrinsic values or to both.

The literature on executive success suggests that (a) success is something which is desirable both for individual as well as for organization, and (b) it is widely accepted that it should be all right to define the index of success in terms of material gains relative to chronological age or in terms of salary by age ratio. It is also suggested that people differ in terms of the magnitudes of this kind of success, namely the conventional criterion of success. This viewpoint is akin to what has just been described as extrinsic values.

The results of this work suggest that there could be another kind of conceptualization of success on the lines of intrinsic values. The concept was given the name of Idealized Success, to reflect the goal the attainment of which would give the role incumbent a feeling of having obtained success according to his or her very own personal viewpoint. Furthermore, Idealized Success was found to be a multidimensional concept. It needs to be pointed out that first of all the study identified a relatively different approach to index success in the form of idealized success, and secondly, there were seven shades of idealized success that could be identified.

Further, probably for the first time within the organizational framework and in the Indian work organizational

setting, a study of this kind was conducted in which four categories of indexes of success were incorporated. They were (a) conventional criterion of success, (b) the seven shades of idealized success, (c) perceived self-success index, and (d) the characteristics of successful person. As has been mentioned, the idealized success may be related to intrinsic values; and research experience shows that intrinsic values are not the only things that matter toward effectiveness and meaningfulness of organizational dynamics, therefore the aspects of success were studied within the envelope of a host of other organizationally relevant variables that might contribute toward a more comprehensive understanding of the organizational dynamics. In this report it has been maintained that the study should be evaluated in the total perspective of which idealized success or executive success for that matter do form but only the parts. The emphasis of course would be on aspects of success nevertheless it is urged that it should be kept in mind that this is a record of work incorporating several other variables as well many of which have been explored for the first time in a study like this one in the Indian context. The construct of success in whatever form might not be sufficient for a reasonable understanding of the salient features emerging out of a detailed study of the organizational dynamics. Keeping this in view, a convergence of the findings toward a few noteworthy results would be sought and pointed out. This is not to say that whatever constitute the following section are the only findings and it is strongly suggested that the results and discussion sections ought to be scanned carefully in order to get a fuller flavor of the

record of work and the outcomes of the study in their finer details. We now move onto some of the findings that deserve attention although it is proposed to keep the section to follow devoid of details which of course can be had from the results and discussion sections.

It should be recapitulated that this work included four aspects of success. One of them, the characteristics of successful person could be analogized to trait approach to various phenomenon such as personality and leadership in psychological literature. Thus the Desirable Characteristics of Successful Person, and Dominant and Ambitious might be taken to be the representations of the trait approach. The another of them was Perceived Self-success Index. It could be taken as the representation of perception of self-approach in the psychological literature though in a very specific and limited context. The next was Conventional Criterion of Success. As has already been mentioned, this was rather have to be included in order to provide an anchor or reference point against which the perspectives employed in this study could be compared and contrasted. The reason for this was simply that this is the criterion which had been used in most of the earlier studies; and most of the inferences, of course mainly in cultures other than Indian, regarding the dynamics of executive success seems to have been drawn using this criterion only. Last of them, the Idealized Success concept was included for the obvious reason that it formed the point of departure from the earlier studies. It also formed one of the focal themes of the study.

The sample of respondents did consist of people that could be evaluated on all the four aspects of success included in the study. The pattern of relationship obtained between the dimensions of the aspects of success suggested that while not every dimension of the success aspects had very clear cut mutual relationships, specific relationships could be deciphered which have been discussed in greater detail in the discussion section.

First of all, it would be proposed to focus mainly on two of the four aspects of success. The two selected ones would be Conventional Criterion of Success and Idealized Success. In fact, these two mark the approaches that had been adhered to so far and the point of departure taken in the study. The Perceived Self-success Index, and Characteristics of Successful Person should, in a way, be conceptualized as additional anchors which would be mainly referred to in order to highlight the distinction between Conventional Criterion of Success and Idealized Success definitions while making "internal" comparisons among the aspects of success. Thus, in a way, the Perceived Self-success Index and Characteristics of Successful Person would be used to highlight the differential relationships that Conventional Criterion of Success and Idealized Success were found to be having with the former two aspects of success. Of course, the fact need not to be forgotten that the original purpose for inclusion of these aspects was to include "all" the "possible" aspects of the construct of success that were considered to be important due to one reason or the other.

As far as conventional criterion of success, which was included to provide an anchor against which the perspective

employed in this study could be compared, was concerned; its relationship with other success aspects made it apparent that conventional criterion of success does need to be considered separately from the other aspects of success. It may be reiterated that people high on conventional criterion of success did not seem to have any set ideals before them (as it did not correlate either positively or significantly with the idealized success dimensions) although they did seem to be perceiving themselves as successful, and they were also not seem to be possessed of the characteristics of successful person in a significant manner.

There were certain other findings regarding conventional criterion of success that may be noted. Insofar as a correspondence could have been presumed between needs and outcomes, the conventional criterion of success had very miserable relationship both with need for achievement and need for power ($r = -.00, -.09$ respectively). In other words, existence of these two needs may not necessarily make one successful in conventional sense. It had an equally miserable insignificant negative relationship ($r = -.01$) with work ethic. Although one may not be certain but could it not mean that work ethic which presumably might be the force behind hard work is not at all related to conventional criterion of success? It did not even correlate significantly with job performance ($r = .07$). Nor did it correlate significantly with any of the aspects of satisfaction ($p > .05$).

May be the correlational results could lack in terms of appeal, and may be the sample of this study had limitations toward generalizability; nevertheless insofar as the conventional criterion of success represents success, none of the "applauded" variables in the psychological literature seemed to be going together with it. These variables included need for achievement, need for power, work ethic, job performance, and satisfaction. This is not to say that conventional criterion of success was not found to be related to any variable (details can be had from results and discussion sections). The point that is being attempted to be made is that the psychological variables that one might usually hypothesize to be associated with it, have not been found to be related to it. The relationship of conventional criterion of success with the above mentioned variables pointed to the fact that the conventional criterion of success appeared to be a relatively not-so-strong or salient construct within the framework of organizational dynamics.

It would be recalled that it was argued that there were two main issues due to which the concept of conventional criterion of success was incorporated in the study. The first was that it was realized that probably the idea of having conventional criterion of success as the only criterion with regard to which the structure and dynamics of success could be understood, had been stretched too far and it was almost time now to have an alternative proposal to the use of conventional criterion of success. Secondly, in some way just as there were other aspects of idealized success included in the study that could be treated

as parts of the individual's value systems, similarly some people may "value" attainment of success in the conventional sense. Thus, a distinction may be made, at least at the conceptual level between conventional criterion of success as a "value" and conventional criterion of success as an "outcome".

It may not be out of place to point out that in the present study, conventional criterion of success was not conceptualized, in its own right, as an idealized success definition, that is, there probably were not enough respondents in the sample who "defined" success in conventional sense (evidenced by the fact that such a factor of idealized success did not emerge). However, the conventional criterion of success was treated as an outcome in the study; and people were found to be successful in conventional sense. Some of the positive predictors (Table 37) could also be identified in the study. These factors may be maximized if the concern is toward the maximization of so-called conventional success.

Having taken a look on the construct of conventional criterion of success, it is proposed to take a look on the competing construct of idealized success with a view to highlight some of the salient findings. It would be recalled that Conventional Criterion of Success did not seem to be corresponding with any one of the idealized success definitions but did correlate with Perceived Self-success index. It was interpreted to mean that probably people high on Conventional Criterion of Success did not have any set ideals before them although they could perceive themselves as successful nonetheless. Taking a look on the competing construct of

idealized success, it would appear that by definition, people high on any one of the definitions would have at least some ideals or aspirations before them which probably they look forward to achieve as well. This virtue itself sets idealized success in contrast with Conventional Criterion of Success in terms of presence versus absence of some set aspirations (which may be at times the motivating force as well) or ideals. Apart from "Own People" Success Archetype, all other idealized success definitions appeared to be positively related with both the dimensions (DCSP and DA) of Characteristics of Successful Person. Here also the idealized success was in contrast with CCS because people high on CCS did not seem to be possessed of any identifiable characteristics of successful person in a significant manner. Thus people with idealized success definitions had at least (a) some set ideals before them to look forward to, and (b) they were possessed of certain characteristics of successful person several of which could be considered as desirable. So far as the relationship of Perceived Self-success with Idealized Success and Conventional Criterion of Success is concerned, both "kinds" (i.e., CCS and idealized success "type" respondents) of people seem to be perceiving themselves as successful (of course with the exception of "Own People" Success Archetype).

It would be recalled that a number of variables were arranged in several sectors according to a conceptual scheme. The relationships of the dimensions of idealized success with various sectors and subsectors had been explored using

particularly multivariate statistical techniques. Having detailed the results and discussed them as well, at this point it is proposed to dispensed with the finer intricacies, and consequently to focus on mainly the following things in the section to follow.

Three of the sectors are proposed to be taken up as more relevant because they represent the "outcome" sectors in some sense. These are sectors d, e, and f. Before proceeding further, it needs to be made clear that no tall claims are proposed to be made on the basis of bivariate relationships (Appendix E) as the point of difference (and similarity) between correlation and causation is well taken and understood.

Taken up individually with regard to the sector d, namely Organization Level Outcome, the correlational results showed that out of all the idealized success dimensions, only Excellent Work Life had significant relationship with Organizational Effectiveness. So probably if one is interested in screening in people with that idealized success definition which would go together with Organizational Effectiveness, then people defining success in terms of Excellent Work Life might be a better choice.

Coming to the Person Level Outcomes (sector e), Job or Position Change did not have any significant relationship with the idealized success dimensions. It may be said that people making frequent changes in jobs or positions did not seem to have any set ideals before them.

Seniority correlated negatively with Omnibus Success, and Excellent Work Life. Therefore, it might be suggested that in organizations or situational structures where seniority is valued

or where having senior people around may be a prerequisite, people defining their success in terms of Omnibus Success, and Excellent Work Life might not form a good choice.

Financial Status correlated negatively with "Own People" Success Archetype. There may be organizations where the financial status of its members may add to glamor or prestige or any other desired attribute. In such organizations or situational structures, hiring people who define their success in terms of "Own People" Success Archetype may not be a good choice.

Innovation correlated positively with Excellent Work Life, and Leadership and Power. Consequently, organizations or situational structures requiring a premium on innovation might do well by hiring people who define success in terms of Excellent Work Life, and Leadership and Power.

Effective Communication and Dealing correlated with Omnibus Success, Excellent Work Life, Leadership and Power, and Patriotism and Altruism. Therefore, it may be suggested that people who define their success in these terms may be congenial members of the situational structures requiring effective communication and dealing.

Job Performance correlated with all idealized success dimensions except "Own People" Success Archetype. However, if one goes by the magnitudes of the correlation coefficients, they would rank in the following order. Excellent Work Life, Omnibus Success, Patriotism and Altruism, Job Prestige and Stability, and Comfortable Living and Leadership and Power. Job performance is one of the outcomes that may be regarded as valuable mainly

because performance on the job is a prerequisite to most of the subsequent outcomes of the organizational dynamics as a whole. Here it may be interesting to recapitulate that conventional criterion of success had miserably poor relationship with job performance. This was quite in contrast to idealized success dimensions in which case six of the seven dimensions positively related to job performance. Here it may not be completely irrelevant to make mention of the fact that even in terms of the "constituents" of conventional criterion of success (which in fact was a derived score based on the ratio of salary by age which in turn were constituents of Financial Status, and Seniority), both Seniority, and Financial Status had insignificant relationship with Job Performance.

Perceived Self-success Index correlated positively with all of the dimensions of idealized success except "Own People" Success Archetype. Insofar as it may be accepted that the perceived self-success may be positively related to self-esteem (which in fact was the case in the results of this study, see Appendix E) and other such "desirable" variable it appeared that people having at least "a definition" of their idealized success (barring OPSA) would be likely also to perceive themselves as successful and may not particularly suffer on account of lack of self-esteem etc.

Between two of the major outcome sectors (d and e), the idealized success dimensions that had significant relationships with the constituents of these sectors could be viewed as being "important" also in terms of number of significant relationships they came up with. In this sense, Excellent Work Life had six

significant relationships, Omnibus Success, and Leadership and Power had four significant relationships each, Patriotism and Altruism had three significant relationships, and Comfortable Living, and Job Prestige and Stability had two significant relationships each, and "Own People" Success Archetype had only one significant relationship.

It would be recalled that although questionable in some sense, the relationships of idealized success dimensions were also observed in terms of bivariate relationships (Appendix E) with the satisfaction dimensions. As has been mentioned time and again, the "Own People" Success Archetype from among the idealized success dimensions seemed to be having a differential pattern of relationships with other relevant variables as compared to other idealized success dimensions. So far as the Global Satisfaction is concerned, this variable had negative relationships with every dimension of idealized success except with "Own People" Success Archetype in which case the correlation coefficient was statistically insignificant although the direction of "relationship" was still negative. This finding probably pointed to the fact that (barring OPSA) irrespective of the idealized success definition, the respondents in the sample did not have satisfaction. If one attempted ranking the coefficient of correlations between Global Satisfaction and Idealized Success dimensions, just for curiosity sake, the magnitudes in descending order would give the idealized success dimensions the following order. Omnibus Success, Job Prestige and Stability, Excellent Work Life, Patriotism and Altruism,

If one takes into account these relationships between Global Satisfaction and idealized success dimensions together with the relationships of idealized success dimensions with the other two "outcome sectors", namely d and e, that is by adding sector f (represented by Global Satisfaction only excluding Job Satisfaction, and Off-the-Job Satisfaction) also as an outcome sector, then the number of relationships counted and reported above would become like the following. Excellent Work Life had seven significant relationships, Omnibus Success, and Leadership and Power had five, Patriotism and Altruism had four, Comfortable Living, and Job Prestige and Stability had three, and "Own People" Success Archetype had one significant relationship. This might in some sense show the relative importance within idealized success definitions in terms of their relationships with organization level outcome, person level outcomes, and satisfaction.

It has already been mentioned that in some sense, the seven idealized success dimensions could be arranged in a six step hierarchy which in descending order was as follows. Omnibus Success, Excellent Work Life, Patriotism and Altruism (Excellent Work Life, and Patriotism and Altruism belonged to the second step only), Job Prestige and Stability, Comfortable Living, Leadership and Power, and "Own People" Success Archetype. The Omnibus Success ranked highest and "Own People" Success Archetype ranked lowest. The Omnibus Success may be treated as reflective of a "catch-all" phrase. That is, people defining their success in this term could like to have most of the desirable things one

can ask for in life including excellent physical health, high education, accomplishment of self-determined goals, and excellent family life. The "Own People" Success Archetype ranked lowest. The "Own People" Success Archetype may be regarded as reflective of a concern for "own" people. Although not exactly in the terms employed in the items of this research, in a broader sense "own" people concern may be taken to be a concern for any one who is considered to be close or own. Considering that the data originated from the Indian setting, it may be interesting to note that India happens to be a culture which has been known since long for its general emphasis on treating every other being as part of the "own". Even "others" like guests or strangers or who happen to visit may be only once in a life time were highly valued. The joint family system, where everyone was considered to be "own", has been an institution of quite a long standing. Thus even if one leaves aside the religious and philosophical aspects like cosmic unity; the Indian tradition, society, and value system is supposed to be having relatively high preference toward "own" people irrespective of whether they are already owned or are construed to be own through some perceptual, spiritual, or logical rationale. However, the findings showed that "Own People" Success Archetype ranked lowest in terms of preference and Omnibus Success ranked highest. May be this means that there is an emerging trend to discard the older concern for "own" people and to have more preference for those things which matter more than own people in a materialistic world. One does not know exactly but may be the scarce resource condition and the prevalent social insecurity make people want to have everything

in one single shot.

As Omnibus Success reflected several of the things that people usually expect to have or at least others expect the successful people to have them, an insignificant correlation between Omnibus Success and Conventional Criterion of Success ($r = .06$) may lead one to presume that a quick material success need not necessarily enable the person to have the things that such a person may be supposed to be having. Such a conclusion may become easier to visualize if one recalls that accomplishment of the self-determined goals had the highest loading on Omnibus Success, and therefore, this factor could be taken as more of a representative of freewill to pursue whatever was subjectively decided.

Another thing that deserve attention is that "Own People" Success Archetype had insignificant relationships with Omnibus Success, and Excellent Work Life; and apart from these, all other dimensions of idealized success had positive relationships with one another. Further, except for "Own People" Success Archetype, Omnibus Success had reasonably high magnitudes of correlations with other dimensions of idealized success. This indicated that although the data yielded seven distinct identifiable dimensions of idealized success, some overlap in peoples' definitions of success may be expected.

Additionally, a second order factor analysis (Table 105) of the dimensions of all the four aspects of success was done (which has not been mentioned elsewhere in this report so far). The results suggested that success aspects could be understood in

Table 105

Second Order Factor Pattern of the Dimensions Pertaining to the
Four Aspects of Success

| Variables | Factors and loadings | | |
|-------------------------------|----------------------|----------------|----------------|
| | 1 | 2 ^u | 3 ^u |
| OS | .86 | .26 | -.05 |
| EWL | .52 | .01 | .11 |
| JPS | .73 | -.18 | -.14 |
| PA | .55 | -.02 | .15 |
| <u>Unclassified variables</u> | | | |
| OPSA | -.05 | -.62 | .13 |
| DA | -.00 | -.09 | .71 |
| CL | .40 | -.27 | .23 |
| LP | .33 | -.13 | .28 |
| PSSI | .01 | .04 | .47 |
| CCS | -.05 | .37 | .14 |
| DCSP | .25 | .22 | .49 |
| Eigen value WIT | 3.58 | 1.44 | 1.14 |
| % of variance WIT | 32.5 | 13.1 | 10.4 |
| Eigen value IT | 3.03 | 0.79 | 0.61 |
| % of variance IT | 68.4 | 17.7 | 13.8 |

WIT=Without iterations. IT=With iterations.

^uUnused factor due to high loading of only one item.

terms of three second order factors. According to the stand maintained for the interpretation of factor analytic results throughout the study, only one factor could be retained that was composed of Omnibus Success, Job Prestige and Stability, Patriotism and Altruism, and Excellent Work Life. Thus in terms of higher order factors, these four first order factors appeared to be more salient. Related interpretation would be that since all these four idealized success dimensions loaded on one (second order) factor, these four dimensions may be treated as somewhat related, and therefore, implication seems to be that people may have overlapping definitions of idealized success. In other words, it may not be necessary for someone to have only one unique or an "exclusive" personalized definition of success.

The relationship among Omnibus Success (OS), Conventional Criterion of Success (CCS), and "Own People" Success Archetype (OPSA) might be interesting to note. OS which happen to be the most preferred definition of idealized success in an overall sense, had a poor correlation ($r = .06$) with CCS. The OS also had insignificant relationship with OPSA ($r = -.06$). The CCS had a negative relationship with OPSA. These relationships were apparently complex but noteworthy.

These relationships perhaps pointed to the fact that relationship between OS on one hand, and OPSA and CCS on other hand may be treated as orthogonal. Thus a person scoring high on OS might score either low or medium or high on both OPSA and CCS. However, the same could not be said to be true of the relationship between CCS and OPSA which were negatively

correlated. Perhaps it meant that conventionally highly successful people would not be likely to define their idealized success in terms of OPSA; or may be those who define their idealized success in terms of OPSA would not be successful in the conventional sense. Furthermore, several of the variables in the conceptual scheme had shown differential relationships to these three "salient" dimensions of success aspects, namely Omnibus Success, Conventional Criterion of Success, and "Own People" Success Archetype.

The framework of this research, as has been reiterated on numerous occasions, consisted of two parts. One was success and the other was organizational dynamics as a whole. Four aspects of success were included out of which two were dealt with in greater detail. They were idealized success, and conventional criterion of success; and a case was made in favor of the need to visualize the construct of success in terms of idealized success. Further, it was argued that idealized success formed a part of the general value system of the individual, and thus idealized success in conjugation with the dimensions of general value system and a host of other organizationally relevant variables were studied according to a conceptualized scheme. There were a number of things that could be identified as some of the relevant outcomes of the study. Not all of them could be individually highlighted although most of them could be deciphered from the results and the discussion sections. A closer glance at the discussion section towards its end would reveal that a second order factor called Team Building and Productivity Concern (SF11: TBPC) had emerged what could be identified as one of the

important factors beneath the surface level first order factors as the SF11: TBPC had linkages with most of the salient second order factors.

Although SF11: TBPC was not what was searched for in the main during the course of planning and execution of this study, it was quite enlightening to find it emerged as the "most" salient construct from among the variables included. The SF11: TBPC was composed of two first order factors out of the items of the construct that has been labeled as the quality concern which in fact was nothing but the main concerns that the modern day quality circles strive to maximize. Unfortunately, there had not been any substantive quality circle activities at the time of data collection in the organizations that constituted the sample. Due to cross-cultural differences, it cannot also be asserted in definite terms that what is working elsewhere would work the same way here in India as well. Nevertheless, there seems to be a growing realization of the potentialities of quality circles. Based on the assumption that quality circles are voluntary in nature, that is, wherever they exist, it was conjectured that those people would be pioneers in forming the circle who would have a concern toward certain aspects of quality. Fortunately, the study could identify the fact that there did exist some people in the sample who seemed to have quality concern. Also the study could identify the salience of SF11: TBPC.

all levels in the company, getting people involved, and improving participation), and Quality through Productivity Management (consisting of items like waste reduction, cost reduction, improvement in productivity, and improvement in safety). A look at the composition of SF11: TBPC thus would render it needless to say that how important these concerns could be for creating harmony among workers, increasing productivity, improving morale, increasing product quality, and achieving more benefits.

Identification of SF11: TBPC as the "most" salient feature emerging from among the variables that were included in the study, and in terms of which the organizational dynamics was proposed to be understood by itself was a satisfying outcome. Apart from the details that could be found in results and discussion sections, in a nutshell, the concern toward team building and productivity seemed to be an important concern that the role incumbents could and should have.

Having identified the importance of Team Building and Productivity Concern (SF11: TBPS), one may think of a number of things to look for. First of all, identification of the role incumbents high on SF11: TBPC, and their assimilation in the organizational dynamics would be desirable. Secondly, the variables that seemed to be associated with SF11: TBPC could also be acted upon through various methods so that they contribute toward greater orientation consisting of SF11: TBPC. Given the elementary statistical properties (Appendix E) and the corresponding items constituting the SF11: TPBC (Appendix A), it should not be difficult to "identify" people who are high on

at the appropriate levels. In order to see the strength of association of all other relevant variables in the study with SF11: TBPC, a stepwise multiple regression analysis was done. The "shortlisted" variables showing high strength of association with SF11: TBPC (appear in Table 106) may be acted upon in appropriate manner (such as screening, selection, training, etc.) in the hope that they would act toward the enhancement of SF11: TBPC in the organization as a total entity. Of course, the Appendix E could always be referred to in order to locate the bivariate relationships between SF11: TBPC and any other relevant variables in the study if only one or the few variables form the matter of concern at any given moment of time.

It would be recalled that although SF11: TBPC got identified as an important entity within the organizational dynamics, one of the major concerns in the study was with the construct of idealized success which was conceptualized as a part of a larger value system. The intricate relationships of both the success and value constructs have been detailed in the results and discussion sections. At this point, it is simply proposed to take a look back on the interrelationships between SF11: TBPC, and the success and value constructs. The Appendix E reveals that apart from "Own People" Success Archetype, a factor of idealized success (which appeared to have nothing to do with SF11: TBPC, $r = -.00$), all other aspects or dimensions of value system in general and of idealized success in particular, were positively related with SF11: TBPC. Two of the most strongly correlated (with SF11: TBPC) dimensions of idealized success were

Multiple Regression Analysis Results Incorporating the SP11: TBPC as the Criterion and Other Relevant Variables as the Predictors

| Variables | \bar{E} | \bar{R} | \bar{R}^2 | Adjusted \bar{R}^2 | Beta | \bar{b} | Std.error | \bar{F} (1,299) |
|-----------|-----------|-----------|-------------|----------------------|------|-----------|--------------|-------------------|
| | | | | | | | of \bar{b} | |
| QSMD | .54 | .54 | .29 | .29 | .27 | .71 | .12 | 32.47** |
| DCSP | .52 | .62 | .38 | .38 | .29 | .29 | .06 | 26.31** |
| I | .39 | .65 | .42 | .42 | .17 | .61 | .16 | 14.96** |
| RPG | -.03 | .66 | .44 | .43 | -.18 | -.37 | .09 | 18.22** |
| VIIIL | .34 | .68 | .46 | .45 | .10 | .21 | .09 | 5.53* |
| LMX | .28 | .69 | .47 | .47 | .11 | .18 | .07 | 6.67* |
| RADSp | .23 | .70 | .49 | .48 | .09 | .24 | .11 | 4.99** |
| SC | .16 | .71 | .50 | .49 | -.15 | -.59 | .19 | 10.08** |
| PS | .37 | .72 | .51 | .50 | .14 | .48 | .16 | 8.61* |
| n-ach. | .37 | .72 | .52 | .50 | .10 | .26 | .13 | 4.31 |
| Constant | | | | | | .80 | | |

ANOVA for regression

| Source | SS | df | MS | F |
|------------|---------|--------|-----|---------|
| Regression | 4387.75 | 438.77 | 10 | 32.32** |
| Residual | 4058.93 | 13.58 | 299 | |

* $p < 0.05$. ** $p < 0.01$.

Patriotism and Altruism, and Omnibus Success in that order. Of course the highest magnitude of correlation of SF11: TBPC was with Valuing Intellect, Independence, Imagination, and Logic (a factor of Rokeach's value scale). The Patriotism and Altruism (PA) correlated .33 and Valuing Intellect, Independence, Imagination, and Logic (VIIIIL) correlated .34 with SF11: TBPC (of course PA was also correlated with VIIIIL to the extent of $r = .37$). The VIIIIL (consisting of values like independence, intellect, imagination, and logic) and PA (consisting of values like patriotism and altruism) appeared to be reasonably correlated with SF11: TBPC, and so was Omnibus Success and other success and value dimensions. Considering this fact, it may not be a bad idea to look for people high on the relevant idealized success dimensions for the purpose of screening, promotion, and placement. The same might be true for the general value dimensions in as much as some faith can be placed on the bivariate relationships.

Looking at the results of "causal" analysis with second order factors (Figure 12), it appeared that in terms of direct effects, there was no link between the second order factor comprising the idealized success dimensions (SF5: DJSA) and Team Building and Productivity Concern (SF11: TBPC). However, there was a bidirectional linkage between SF5: DJSA and SF9: RV (comprising all the retained dimensions of Rokeach's value scale), and further SF9: RV had bidirectional linkage with SF11: TBPC. The SF5: DJSA comprised two of the idealized success dimensions, namely Job Prestige and Stability, and Excellent Work Life. Insofar as idealized success may be allowed to be

conceived as a part of the general value system, these results seemed to suggest that idealized success definition (SF5: DJSA) involving job and work considerations (though may be "through" general value system, that is, SF9: RV) was linked to the behaviors comprising concern for team building and productivity (SF11: TBPC).

Thus it appeared that some of the idealized success dimensions could have salient ramifications toward organizational dynamics. Further, the idealized success dimensions were found to be having significant relationships with a number of person and organization level outcomes. Hence it may not be out of place to put forward a suggestion that the dominant coalitions of the organizations would do better by designing reward contingencies keeping in view either the individual dimensions or the second order factor of idealized success.

As the work appears to have reached to a position where winding up of whatever little was accomplished would but seem inevitable, let us pause for a moment and take a stock of what might be the gist of the findings. The study began with an ambition to first of all explore the possibility of getting people who might not view success from the eyes of others and would have their very own perspective of looking at the things in order to decide what should it mean to be successful in their own eyes. Was the ambition fulfilled?

In answer to the above question, the investigator feels reasonably satisfied to report in affirmative. While a lot of theoretical and methodological questions might be raised

regarding the approach taken in the study, the seven dimensions of the so-called idealized success could be delineated from the responses of the respondents in the sample. Considering the adherence to reasonably sophisticated methods and the stringent criteria of item (or response) selection for retention in the analytical procedures, and that a considerable amount of sifting was made of the relatively weak items or responses that were considered as unclassified; it may not be an overstatement to say that to the extent that the sample in the study could be shown to be comparable to other samples in terms of relevant parameters, the results of this study might hold good to a reasonable extent. While the investigator does have a feeling that the study lacks the strength of results based on random sampling, at the same time there may not be any strong enough reason to believe that the sample included in the study could be regarded as a non-representation of the executives employed in the work organizations of India. Thus there appears to be reason enough to feel satisfied regarding the fulfillment of the primary "objectives" of the study.

The second matter of concern was to explore whether there are differential relationships of the conventional criterion of success and the dimensions of idealized success with other relevant variables in the study. On this account also, the investigator feels reasonably contented in that the two categories of success index did appear to have differential relationships with other variables in the study.

Another matter of concern was to locate, of course within the constraints, the pattern of preferences in the sample

regarding the idealized success types. This objective was also fulfilled in that it appeared that people tended to have a six step hierarchical preference (in terms of averages) of the idealized success types, the most preferred being something identified as Omnibus Success. There were reasons to be satisfied with this finding, as not only the construct and the dimensions of idealized success could be identified, but the study could also identify what people wanted to have most on an average.

The next question which may easily be labeled as the "trap-question" would be that if people define their idealized success in different terms, so what? The satisfaction regarding answer to this question would depend largely on the perspective on which the entire effort that was put in the study was evaluated.

If one takes the view that since the study started with the construct of idealized success and therefore, it must prove that the idealized success would be a cause of something "valuable" in terms of the organizational dynamics which can be labeled as the criterion; then there should be reasons to cut a sorry figure. Apparently, the idealized success dimensions by themselves did not account for much of the variance in any criterion which is traditionally treated as worthwhile in the organizational behavior literature. Then does it mean that the entire effort has gone waste?

The investigator would rather answer to the above question in negative, and would like to present the following arguments. The value of this work should not be evaluated in terms of

whether the thrust variable had explained a high amount of variance in some traditionally accepted criteria. The value of this work, at least according to the investigator, should lie in the realization that this study could reaffirm, or at least could point out to, the fact that there do exist people who value their own perspective, and that their perspective is not necessarily in consonance to the others' perspectives (as evidenced by nonsignificant coefficient of correlation between Conventional Criterion of Success and Omnibus Success, which incidentally was the most preferred definition of idealized success in the sample). Not only that, quite remarkable was also the finding that conventional criterion of success had either negative or nonsignificant correlation with all the dimensions of idealized success. Though in a round about way but perhaps the conventional criterion of success may also be treated as one of the values, and if it is so then this as a value had little positive correspondence with the segment of the larger value system identified as the idealized success.

Further, the value of idealized success may not completely be denied as it emerged as one of the "retained" second order factors. The reference is made to the Desirable Job Success Archetype (SF5: DJSA) which was composed of two first order factors, namely Excellent Work Life, and Job Prestige and Stability. The second order factors are important as they reflect "the factors" behind the factors and perhaps also the "reason" behind the appearance. This finding was another remarkable finding in that although Omnibus Success was not retained (perhaps due to methodological artifacts) but the

retained first order factors (EWL and JPS) constituting the second order factor (SF5: DJSA) had reasonably high ($r = .42$ and $.46$ respectively) correlations with Omnibus Success. The retained factor (SF5: DJSA) also pointed to the fact that the executives in the sample would rather define their "inherent" idealized success (as second order factor) in terms of excellent work life and job prestige and stability. This probably went to show that the executives define their success in terms of not anything else but the job and the work. They want excellent life but work life, they want prestige and stability but again in job only. This goes to reaffirm the faith of an organizational behavior researcher that job and work do seem to have gained a significant position in the role incumbents' lives. For the social scientists concerned about the quality of work life, the meaning of work and job enrichment; this finding, the researcher believes, acquires importance.

Additionally, it ought to be reiterated that although the construct of idealized success was the thrust variable in this study, it did not dictate the scheme of the work to be tied just around it. There were a host of other variables in terms of which the organizational dynamics, primarily at individual level as against organizational level, was evaluated; and the relationships of a number of organizationally relevant variables were explored with the relevant criteria. Several of them, the investigator believes, have been included in a study like this one for the first time particularly in Indian setting. Some examples of such variables would be the gunas, quality concern,

transactional styles, and also attribution (that is, in the form it was included in the study). The volume to which the report had already grown, made it restrictive to analyze and discuss each of the variables included in the study in greater detail in their own right. Nevertheless, any keen observer with some research training should be able to single out and decipher a variable of interest and examine its relationship with other variables by taking a careful look at the results section. The investigator wishes to point out that this work is proposed to be taken up as a record of effort towards gaining insights into the organizational dynamics rather than culmination of just a project proposal. There doubtlessly remain several loose ends which might require to be tied up. Of course, the researcher proposes to do that in the subsequent efforts, although at a later stage of time.

The Summing Up

The study was taken up with a view to understand the structure and dynamics of a construct called idealized success. A closely related concern was to understand the structure and dynamics of certain other variables in organizational framework particularly in Indian setting. While it is true that numerous studies have already been conducted using several of the variables that were included in this study. Yet, a need was felt to take a relook at those variables because of the concern that has recently been shown toward cross-cultural variations in research findings; and Indian culture has indeed been considered to be somewhat different from several other cultures by several scholars. Besides, several variables that had been included in

the study were probably being investigated for the first time, especially in conjugation with the other conventionally used variables and that too in the Indian setting and within the organizational dynamics' framework.

The results indicated that there could be reasons enough to presume the existence of the construct of idealized success, and that there is a need to treat the concept of executive success in terms different than those conventionally made use of. With regard to the understanding of the organizational dynamics also, the results were rather encouraging. The study could identify newer relationships among the variables, and specific ramifications could be pointed out.

The study could specify (a) the empirical dimensions of the constructs under study, (b) the interrelationships between dimensions of two or more constructs, and (c) the variables that could differentiate between a number of categorical and structural attributes related to the organizational dynamics largely at macro level. The results indicated that the variables in the study may be the important components of the organizational dynamics having ramifications for a number of person related and possibly also for organization related outcomes. The salience of the variables in the study was, to some extent, also evidenced by a "prediction" of the construct of organizational effectiveness (as operationalized in the study) to the extent of 65 per cent (63 per cent by the shortlisted variables) which was quite high.

The highlight of the study might consist in the identification of the construct of idealized success, its empirical dimensions, the hierarchical preference of the dimensions in the sample, and its difference from the conventional criterion of success. Additionally the study incorporated several of the organizationally relevant variables, many probably for the first time in a study like this one in Indian setting, and could show the interrelationships among those variables which could be treated as the stepping stones for future exploratory and confirmatory research toward a more complete understanding of the organizational dynamics. It appeared that the construct of idealized success was important in its own right, but ideally it should be taken up in conjugation with the other variables in the study for a fuller understanding of its place in the organizational dynamics.

In addition to the process variables, apparently the structural variables are also important and therefore a suggestion may be made that the intervention attempts should take into account the differences in terms of industrial categorization, hierarchical levels, and ownership of the organizations. Further, the variables in the study could significantly demarcate between the organizations in terms of several categorical variables such as industrial categorization, hierarchical levels, organization's strategic orientation, ownership, and technological sophistication. Such knowledge may gainfully be used by organization designers while looking forward toward an organizational change in directions such as making a move toward high tech., or prospector strategic orientations.

Implications of the Study

The present investigator feels that the study has been successful in bringing out the need to realize the importance of the construct of idealized success. People in the sample did appear to have their very own personalized definitions of success, and the dimensions of idealized success seemed to have significant and meaningful relationships with a number of organizationally relevant variables.

A number of characteristics that have been mentioned to be the characteristics of successful person appeared to be present in the sample. They were clubbed into two factors, one of which was labelled as the Desirable Characteristics of Successful Person. This included characteristics like determined, creative, responsible, enterprising, clear thinking, self-confident, communicative, professionally competent, productive, and capable to change if the job calls for it. This factor appeared to be related to a number of other variables which also may be termed as "desirable" in organizational dynamics. These variables included the factors of idealized success like omnibus success, leadership and power, and patriotism and altruism; Rokeach's values, work ethic; internality of locus of control and attribution, characteristics of self-actualizers, need for achievement, preference for higher order needs satisfying work situations, self-confidence; desirable behaviors including self-actualizing behavior, indispensability of self directed toward superiors, factors of quality concern, and O.K. styles; and positive person level outcomes like effective communication and

dealing, and job performance. Considering that the executives high on effective communication and dealing, and job performance may be labelled as effective executives, the findings seem to be on line of Dunnette (1967), who observed that "It appears that effective executives are people who have shown a total life pattern of successful endeavor" (p. 40).

The Desirable Characteristics of Successful Person appeared to be related to Dominant and Ambitious, the characteristic reflected in the other factor of characteristics of successful person. This was also in consonance with Dunnette's (1967) contentions. The Desirable Characteristics of Successful Person also seem to be related to the hierarchical position. Since some characteristics of successful persons could be identified which showed positive relationships with a number of "organizationally desirable" variables, knowledge about such characteristics could prove to be rather useful to the personnel manager for diagnosis purposes in selection, placement, promotion, or dismissal of the role incumbents. The investigator tends to agree with Dunnette (1967) as far as the implications of these findings are concerned.

What are the implications of these findings for setting the issues I mentioned earlier? First, there is the question of selection versus training. From the data we have, I personally am rather pessimistic about developing so-called executive abilities through currently available training procedures. Executive effectiveness apparently is the culmination of a total life pattern of successful endeavors. It is difficult to know how present training methods would

alter this pattern of behavioral potentialities. On the other hand, the data from Dr. Jon Bentz suggest that the test-retest reliabilities of some of the personality measures were reflecting some changes over periods of time. As he suggested, training situations presented within the value structure of each person being trained may offer some hope. (Dunnette, 1967, p. 41)

In the last line, the importance of value structure in training is made apparent and of course since the idealized success reflects a segment of the value structure, the training programs may benefit keeping in view the idealized success definition. Dunnette (1967) further noted:

However, I do find myself pessimistic, at this stage, about our ability to develop in others, rather late in life, the kinds of traits that have shown up to be predictive of executive success in these various studies. I would argue, as a matter of fact, that we might better follow what Bentz suggests to some extent in his paper - that perhaps we should be aiming at defining other kinds of industrial success, thereby changing the industrial milieu to allow the more innovative, more creative, more divergent and possibly less dominant, less forceful, nonjoining types persons to emerge as "successes". We are, of course, a far cry from redefining the executive success patterns of modern-day industry, but this makes the enterprise no less worthy. (p. 41)

The present study may be treated as a humble attempt in this direction. The findings of this study may also provide some solace to the researchers who might be feeling the same way as Dunnette (1967) felt when he wrote, "No systematic studies that I am aware of have been made of the differential patterns of predictability and success dimensionality for different kinds of executive jobs. Studies of this kind need to be undertaken" (p. 42

The study could identify the variables associated with more effective organizations and also work effectiveness as such, the less effective organizations could probably benefit by utilizing this knowledge.

Several variables were identified that could successfully discriminate between a number of categorical aspects of organizations. This could be rather useful to the personnel managers for diagnostic purposes in selection, placement, promotion, or may be even dismissal of a role incumbent.

The study could also specify the nature of precise relationships among the dimensions of the variables in a rather comprehensive manner, the knowledge of these relationships may be utilized, by the dominant coalitions of the organizations comparable to those in the study, in order to enhance the quality of decision regarding recruitment, placement, promotion etc. of the role incumbents or may be regarding the totality of the organizational dynamics itself.

It needs to be pointed out that owing to the rich data base and intricate results, the findings of theoretical importance are so numerous that dealing with each of them once again at this

point would amount to a voluminous repetition of the facts that have already been enunciated at appropriate places in the results and discussion sections. While admitting the fact that the discussion section has not dealt with each and every speck of findings, it is urged with utmost humility that the results section itself, and of course the discussion section should be reviewed with an eye to the theoretical implications of the study. The future academic endeavors might make use of the present study as a stepping stone for further exploratory and confirmatory research toward a more complete understanding of organizational dynamics.

Limitations of the Study

A critical examination of the method and interpretations is likely to reveal certain limitations of the study especially for generalizing the findings. Some of the obvious limitations are as follow.

1. The sequencing of variables as antecedents and consequences was done more for conceptual clarity in classification rather than for actual. The investigator was aware of this but "... a sequential chain of cause and effect (which) is inadequate to stimulate the true complexities of ... the social system which we are typically trying to describe. Such simple a - affects b - hypothesis fails to catch the complexities of parallel processing, bidirectional causality, and reverberating feedback that characterizes both cognitive and social organization" (McGuire, 1976, p. 37).

2. No "objective criterion" was met for the measurement of variables such as performance and effectiveness. Also, a much

more rigorous operationalization and measurement strategy would be warranted for a better measurement of macro variables like technological sophistication, and strategic orientation.

3. A perusal of Table 1 would reveal the heterogeneity of the organization and respondents' sampling, something which is traditionally supposed to be less than perfect. The investigator was perceptive of this fact. However, there were two considerations for going ahead with this kind of sample. Firstly, the practical constraints under which this study was being conducted made it difficult to homogenize the sample (e.g., in terms of product mix, size etc.). Secondly, the heterogeneity of the sample might be thought to be a positive feature rather than a drawback lending itself to the wider generalizability of the findings. Such a stand has been taken elsewhere also (Khandwalla, 1983, 1985; Singh, 1986). While the generalizability may still remain arguable, it has to be admitted that the sampling was done the way it was done more due to practical limitations in going in for a truly random sampling. The sample of the study imposed certain limitations toward wider generalizability of the findings for which a more comprehensive and stringent sampling procedure could have been worthwhile.

4. The study started off with the inclusion of five hundred and forty four items encompassing twenty three variables which ultimately were reduced to eighty variables. Additionally, two more factors, Factors E and I of 16 PF, that were not subjected to factor analysis in this study, were used. Thus, in total eighty two variables formed the base for the major portion

of analyses. Though there could be some inherent difficulties attached to any specific approach to a research problem, the approach taken in this study may reveal certain features that could have been "improved" upon. For instance, instead of using a priori conceptualization of a construct, writing items to fit into that construct and subsequently subjecting that very scale only to factor analysis would naturally yield the item configurations contained in and constrained by the structure of that very scale treated in isolation of the other variables or constructs. There is a possibility that the latter could have interacted with the former construct. There would have been at least a theoretical possibility of getting a factor structure closer to the real life setting if some alternative could be evolved. An alternative approach could have been to factor analyze all of the five hundred and forty four items taking them together and then identify the factors or the dimensions emerging out as representatives of the various constructs that could be a representation of real life variables; however, the constraints of analytical tools and techniques under which the present researcher had to work did not allow to go in for such an approach.

5. It is acknowledged that considering the number of variables ultimately included in the study, the sample size may be considered as somewhat small. Traditionally, one would prefer to have about thirty cases for each of the variables in a research where analytical techniques such as those used in this study are used. Thus a substantially larger sample size would have been warranted. Again due to the constraints, it could not

be possible. An attempt, however, was made to rescue the situation wherever possible by using methods and criteria of variable selection so as to keep the number of included variables to a minimum. Also comparable analyses were done using "second order" factors which were considerably fewer in number. Nevertheless, a larger sample size would have been much better.

6. Last, but not the least, important limitation would pertain to the treatment of the concept of idealized success itself. The approach to the construct of idealized success was such that would enable the investigator to find out, in which crucial ways, people in the sample defined their preferred modes of "success" attainment. Thereafter, a number of "antecedents and consequences" of such definitions were identified and dealt with. That was all right. However, the attainment of the idealized success was a part that was largely left untouched. A treatment of the attainment aspect of idealized notions would have added a required extension to the idea with which the work was started. In fact, the data base did even have the scope for such treatment as the responses were also obtained on the attainment aspect (which of course was used but only for generating the satisfaction indexes). Not that the investigator was unaware of the potentialities of making use of the attainment aspect of the data, however, that was kept in abeyance for two reasons. Firstly, at the time of the conception of the study, it was expected that the idealized success itself would have far too many ramifications as to render the addition of the attained aspect in the conceptual scheme a difficult to control

proposition. It was rather unfortunate that the "effects" of idealized success alone did not seem to go beyond certain points to have ramifications for the "end results" variables. Secondly, there were problems regarding the maintenance of the consistency of the methodological approach, especially the factor analytic approach, taken in the study. It so turned out that the factor analyses of the idealized success aspects, the attained success aspects, and of the discrepancy scores between ideal and attained success items yielded by and large different factor structures. This had created difficulty in terms of interpretations, and relating the three kinds of factor structures. Therefore, considering these difficulties, it was proposed to postpone the treatment of attained success aspects, and to take it up in the future research at a later stage of time, given time and resources.

Suggestions for Future Research

The results obtained and limitations realized during the course of accomplishment of this study were compelling enough to make one think for an extension of this research using alternative approaches and considerations. Some of the possible ones could be as follow.

1. Sequential causal ordering of the constructs for model testing may be better understood using path analytic techniques including each and every variable and dimension thereof in the model. Thus the study may be extended on the existing data base, and may further be explored using an all encompassing path analysis.

2. Similar projects may be taken up in other types of organizations with differing product mix, service organizations, common-weal organizations, and mutual benefit associations.

3. Although it is a difficult proposition in organizational research, a better sampling procedure that would come closest to random sampling, and a considerably larger sample size would be highly desirable.

4. The study could be done in a longitudinal design.

5. Research using active manipulation of some of the variables in the field setting may yield substantially more useful data. Some of the obvious variables would be the constituents of climate and work environment, leader-member exchange relationships etc. The intervention studies allowing for screening in and screening out the role incumbents with relevant person related variables or characteristics may substantially add or to improve upon the validity of the present findings.

6. The objective or hard criteria could be sought and employed for validation of the relevant variables.

7. Interactive effects of relevant variables could be examined on thrust variable and the outcomes could be explored. The other variables in this study also might need to be explored in the light of relevant contingency variables such as technology and environment among others.

8. As has been mentioned in the section on limitations, for certain reasons it was considered appropriate not to tackle the attainment aspect of idealized success in this research

project. However, it is strongly suggested that in future research, the idealized success as well as the attained success, of course in terms of idealized success only, should be evaluated against one another, as well as in relation to the other relevant variables. Apart from looking at the factors obtained by subjecting the discrepancies between idealized and attained success items, or the attained success items only; there could be another way out. The items in the context of attained success corresponding to the items constituting the idealized success dimensions could be picked up and their discrepancy could be taken as the measures of attained success on the dimensions of idealized success. Of course, the possibility of newer approaches may not be ruled out. In a nut shell, a suggestion is made toward the requirement of the evaluation of success with reference to idealized as well as the attained aspects.

9. Last but not the least, it would be recalled that having one's own definition of success, and being able to attain it was considered to be contributing to the desirable state of existence of the individual. But so was the case with the construct of satisfaction. However, it would be recalled that the construct of satisfaction was operationalized in this study in terms of the scores derived from the idealized success scores only. Whereas this provided for a bit of methodological elegance toward generating the index of satisfaction, it posed a serious methodological constraint as well due to which idealized success could not be evaluated directly against satisfaction as the criterion. This was rather unfortunate. In future studies, it is strongly recommended to find some way out of this problem.

Of course, the most usual approach would be to include an "additional" measure of satisfaction, not based on derived scores. But it would be much better if one could think of devising a measure of satisfaction that would not be based on derived scores yet would be related to each and every aspect of idealized success dimension so that a direct evaluation of idealized success with satisfaction may be possible, as both of them signify a desirable state of existence.

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Appendix A

MEASURES USED IN THE STUDY

The following response categories were used for all the items in the questionnaire except where specifically mentioned otherwise.

| | | | |
|------------------------|-----|-----|---|
| To almost no extent | ... | ... | 1 |
| To a small extent | ... | ... | 2 |
| To some extent | ... | ... | 3 |
| To a great extent | ... | ... | 4 |
| To a very great extent | ... | ... | 5 |

The respondents were required to respond by writing the appropriate number representing the above categories that would describe the respondent's position most closely. The numbers were to be written on a line drawn in the left hand margin adjacent to the item number.

Form 1: Idealized Success Questionnaire

Most people prefer to be SUCCESSFUL in their chosen sphere of life. However, the concept of SUCCESS is likely to vary from person to person, e.g., one person may feel to be SUCCESSFUL if (s)he has been able to amass substantial wealth but the other person may prefer to have substantial amount of mental peace (in order to have a feeling of SUCCESS). Please respond to the following items and let us know: (a) to what extent the attainment of each one of them would give you the feeling and satisfaction of having attained SUCCESS in your life as a whole, and (b) to what extent the following are actually available to you. Of course all of the following would seem to be desirable and you may feel that you would have a feeling of SUCCESS if you have all of them together in their highest magnitudes. But please try to differentiate among them in terms of their relative importance to you and respond accordingly.

| Items | To what extent would you <u>like</u> <u>to attain</u> the following in order that you consider your- self as the most successful person accord- ing to your very own defini- tion of success | To what extent the following are actually available to you (or you have actually attained them) |
|--|---|---|
| <ol style="list-style-type: none"> 1. Excellent physical health 2. High education 3. Accomplishing in life the goals I determined for myself 4. Excellent family life 5. Obedient subordinates to do even my nonprofessional personal jobs 6. Have lot of my "own" people around (people from my own caste, geographical region, religious affiliation, or those who speak the same language as myself etc.) 7. Do some good to my "own" people 8. Very high recognition that I get due to my work 9. Excellent boss 10. Excellent physical work conditions 11. A number of promotions in job 12. A grand house or flat to live in 13. The best locality to live in 14. Attainment of the highest standards of living; the things I can buy and do 15. Emerge (or make myself) as a leader of a certain class of people on job 16. Get the things done the way I want them to be done 17. Employment in highly prestigi- ous company 18. Permanent, stable job 19. A prestigious job 20. Opportunity to contribute to the progress of my country | | |

| Items | Extent to which you would like to attain | Extent to which you actually have attained |
|-------|---|--|
| <hr/> | | |
| 21. | To help the needy persons | |
| 22. | To help persons in their growth, advancement, and independence | |
| 23. | Do work for social welfare | |
| 24. | Excellent rate of pay | |
| 25. | A life free from any worries regarding safety, security, and emergency contingencies | |
| 26. | Seek help, support, and advice from others even in situations where such dependence is not really required. | |
| 27. | Complete freedom to choose my own method of working | |
| 28. | Great amount of responsibility in my job | |
| 29. | Amicable coworkers (including subordinates) | |
| 30. | Great amount of power and prestige on job | |
| 31. | Considerable amount of variety in my job | |
| 32. | Get very high chances of self-growth and advancement on job (which may not necessarily be equated just to promotions) | |
| 33. | Job where I can use all my skills and abilities | |
| 34. | Connections with influential persons on job | |
| 35. | Have lots of <u>aram</u> (rest and relaxation without being preceded by hard working) at work | |
| 36. | To do something new, worthwhile on job | |
| 37. | High positions in job | |
| 38. | Job where I can do my best | |
| 39. | Help others with personal problems at work | |
| 40. | Frequent changes in job/organization | |
| 41. | Work in a group rather than by myself | |
| 42. | A job which would be enough to cater for my basic physiological needs such as food, clothing etc. | |

| Items | Extent to which you would like to attain | Extent to which you actually have attained |
|--|--|--|
| 43. Know the results of work I did at the earliest | | |
| 44. Great but delayed reward in place of moderate but immediate reward | | |
| 45. Have image of trusting, reliable, dependable person | | |
| 46. Discover, develop, or design new things in life | | |
| 47. Do risky and challenging things in life | | |
| 48. Show how great I am or how much have I achieved | | |
| 49. Enough time for my family | | |
| 50. Excellent social life | | |
| 51. Personal satisfaction and inner happiness (mental peace) | | |
| 52. Good, sincere, and amicable friends | | |
| 53. A lot of wealth | | |
| 54. Power, prestige, and status in my family friends and social circle | | |
| 55. A sense of achievement and self-worth | | |
| 56. Fulfilment of my duties toward family members | | |
| 57. A position where I am all- in-all and second to none | | |
| 58. Possess what is rare (including things, knowledge, honours/rewards etc) | | |
| 59. To do my best in life | | |

Note: The format in which the above questionnaire was actually presented to the respondents is given above. It needs to be pointed out that there were two vertical anchor columns in this questionnaire. The one on the left hand side referred to idealized success, that is, the amount of success on a given dimension that a respondent would like to attain. Only this column was used to arrive at the construct and the dimensions of idealized success. The second vertical anchor column referred to the actually attained magnitude of success on similar dimensions. Responses on this column were used to derive a discrepancy score to index another variable, namely satisfaction.

Form 2: Childhood Environment Questionnaire

The following items pertain to the characteristics of the environment at different stages of your life such as (a) childhood, (b) adolescence, (c) social, and (d) work environment. Please indicate as to what extent a specific characteristic is/was present in the environment at the various stages of your life by putting the appropriate number in the respective columns.

| Characteristics | Childhood environ- ment, say upto age of 12 yrs. | Adolescence environ- ment, say between 13-19 yrs. or so | Present social environ- ment | Present work environ- ment |
|-----------------|--|--|---------------------------------------|-------------------------------------|
|-----------------|--|--|---------------------------------------|-------------------------------------|

1. Degree of stimulation
(i.e., there is always
something new to do,
experience, or know;
one is called upon to
respond to new tasks
and challenges)

Note. It may please be noted that the childhood environment questionnaire was a part of the composite scale purported to measure characteristics of the role incumbents' environment at different life stages such as (a) childhood, (b) adolescence, (c) social, and (d) work environment. The questionnaire basically consisted of 16 items on which the responses were obtained on a 5-point scale with a reference to the four life stages. An illustration of the format in which the composite questionnaire encompassing all the four aspects of environment was actually presented to the respondents has just been given above.

However, for conceptual schematization and analytical requirements, the 16 items with four environment anchors appear separately in this appendix. The items pertaining to the Childhood Environment Questionnaire follow.

60. Degree of stimulation (i.e., there is always something new to do, experience, or know; one is called upon to respond to new tasks and challenges.
61. Encouragement and reward to my creativity.
62. Availability of physical and financial facilities to pursue personal interests and hobbies.
63. Encouragement to stand up for my own rights with other people of my age/status.
64. Reward for trying hard things by myself without asking for help.
65. Reward to lead other persons and assert myself in groups.
66. Encouragement to decide my own matters by myself.
67. Reward to come out on top in any competitive activity.

- 68. Encouragement to achieve my self-determined goals.
- 69. Emphasis on distinguishing "own" people from "other" people.
- 70. Encouragement to help "own" people.
- 71. Independence of thought.
- 72. Independence of action.
- 73. Punishment for not obeying the parents / guardians / seniors.
- 74. Emphasis on achieving the standards (such as: moral, academic, social) determined by parents / guardians / seniors.
- 75. Opportunity to make contributions to social welfare.

Form 3: Adolescence Environment Questionnaire

- 76. Encouragement and reward to my creativity.
- 77. Emphasis on achieving the standards (such as: moral, academic, social) determined by parents / guardians / seniors.
- 78. Encouragement to stand up for my own rights with other people of my age / status.
- 79. Reward for trying hard things by myself without asking for help.
- 80. Reward to lead other persons and assert myself in groups.
- 81. Reward to come out on top in any competitive activity.
- 82. Encouragement to achieve my self-determined goals.
- 83. Emphasis on distinguishing "own" people from "other" people.
- 84. Encouragement to help "own" people.
- 85. Independence of thought.
- 86. Independence of action.
- 87. Degree of stimulation (i.e., there is always something new to do, experience, or know; one is called upon to respond to new tasks and challenges).
- 88. Availability of physical and financial facilities to pursue personal interests and hobbies.
- 89. Punishment for not obeying the parents / guardians / seniors.
- 90. Encouragement to decide my own matters by myself.
- 91. Opportunity to make contributions to social welfare.

Form 4: Present Social Environment Questionnaire

- 92. Encouragement and reward to my creativity.
- 93. Availability of physical and financial facilities to pursue personal interests and hobbies.
- 94. Encouragement to stand up for my own rights with other people of my age / status.
- 95. Reward for trying hard things by myself without asking for help.
- 96. Encouragement to decide my own matters by myself.
- 97. Reward to come out on top in any competitive activity.
- 98. Encouragement to achieve my self determined goals.
- 99. Emphases on distinguishing "own" people from "other" people.

- 100. Encouragement to help "own" people.
- 101. Degree of stimulation (i.e., there is always something new to do, experience, or know; one is called upon to respond to new tasks and challenges.
- 102. Independence of thought.
- 103. Independence of action.
- 104. Punishment for not obeying the parents / guardians / seniors.
- 105. Emphasis on achieving the standards (such as: moral, academic, social) determined by parents / guardians / seniors.
- 106. Reward to lead other persons and assert myself in groups.
- 107. Opportunity to make contributions to social welfare.

Form 5: Present Work Environment Questionnaire

- 108. Degree of stimulation (i.e., there is always something new to do, experience, or know; one is called upon to respond to new tasks and challenges.
- 109. Independence of thought.
- 110. Independence of action.
- 111. Emphasis on distinguishing "own" people from "other" people.
- 112. Encouragement to help "own" people.
- 113. Reward for trying hard things by myself without asking for help.
- 114. Reward to lead other persons and assert myself in groups.
- 115. Reward to come out on top in any competitive activity.
- 116. Encouragement and reward to my creativity.
- 117. Availability of physical and financial facilities to pursue personal interests and hobbies.
- 118. Punishment for not obeying the parents / guardians / seniors.
- 119. Emphasis on achieving the standards (such as: moral, academic, social) determined by parents / guardians / seniors.
- 120. Encouragement to stand up for my own rights with other people of my age / status.
- 121. Encouragement to decide my own matters by myself.
- 122. Opportunity to make contributions to social welfare.
- 123. Encouragement to achieve my self-determined goals.

Form 6: Identification with Pework Model

It has been found to be true to a considerable extent that most people have some "model" or "Ideal" in their lives who they consciously or unconsciously emulate. Please let us know the extent to which the following characteristics were/are present in the model who you think have had a significant amount of influence on you (a) during the period before you entered any vocation, and (b) the period that started with your entering into the vocation. In case, there had been more than one person who influenced you, considering all of them together, on the average to what extent would you say that they did/do possess the following characteristics

| Characteristics of your model(s) or Ideal(s) | During the period of life <u>before</u> <u>you entered any</u> vocation | During the period <u>after you entered</u> any vocation |
|---|--|---|
|---|--|---|

1. A Positive Orientation
to Others (e.g.,
tolerant, forgiving,
giving others a fair
go, considerate,
understanding, generous).

Note. The respondents were presented with a composite questionnaire consisting of 8 items purporting to measure characteristics of the model (a) during the period of life before entering any vocation, and (b) during the period of life after entering the vocation. Due to conceptual and analytical requirements, the items with two anchors would be presented separately in this appendix. An illustration of the format in which the composite questionnaire was actually presented has just been mentioned. The items pertaining to work model would be presented at later stage in this appendix. The items pertaining to Identification with Pework Model Questionnaire are given below.

124. A Positive Orientation to Others (e.g., tolerant, forgiving, giving others a fair go, considerate, understanding, generous).

125. Competence and Effectiveness (e.g., competent, resourceful, efficient, realistic, showing foresight).

126. Assertiveness (e.g., having his/her say, determined).

127. Withdrawal from Others (e.g., keeping to himself / herself).

128. Propriety in Dress and Manner (e.g., polite, refined, clean, neat).

129. Religious Commitment (e.g., committed, devout, idealistic).

130. Carefreeness (e.g., acting on impulse).

131. Getting Ahead (e.g., ambitious, competitive).

Form 7: Parental Socio-economic Status Questionnaire

Kindly furnish information regarding the following aspects of your parent's /guardian's background.

132. Last academic / professional degree _____.

133. Latest gross annual income _____.

134. Profession _____.

Form 8: Change Value Questionnaire

Put the number which most accurately describes your stand.

135. There is really something refreshing about enthusiasm for change.

136. If I were to follow my deep convictions, I would devote much time to change movements. This seems to me to be a primary need today.

137. The current situation in the community calls for change; we should do something now (we must respond at once).

138. If you want to get anywhere, it's the policy of the system as a whole that needs to be changed, not just the behavior of isolated individuals.

139. Any organizational structure becomes a deadening weight in time and needs to be revitalized.

Form 9: Rokeach's Values Questionnaire

People differ in things they want from life and work. The things desired by you may be different from the things desired by others. Please indicate as to what extent each of the matters listed below is important to you by putting an appropriate number on the small line to the left of each statement.

140. Ambitious (hard-working, aspiring).
141. Broadminded (open-minded).
142. Capable (competent, effective).
143. Clean (neat, tidy).
144. A World at Peace (free of war and conflict).
145. A World of Beauty (beauty of nature and the arts).
146. Equality (brotherhood, equal opportunity for all).
147. Forgiving (willing to pardon others).
148. Helpful (working for the welfare of others).
149. Happiness (contentedness).
150. Inner harmony (freedom from inner conflict).
151. Imaginative (daring, creative).
152. Independent (self-reliant, self-sufficient).
153. Intellectual (intelligent, reflective).
154. Logical (consistent, rational).
155. An Exciting Life (a stimulating, active life).
156. Pleasure (an enjoyable, leisurely life).
157. Honest (sincere, truthful).
158. A Comfortable Life (a prosperous life).
159. A Sense of Accomplishment (lasting contribution).
160. Family Security (taking care of loved ones).
161. Freedom (independence, free choice).
162. Mature Love (sexual and spiritual intimacy).
163. National Security (protection from attack).
164. Salvation (saved, eternal life).
165. Self-Respect (self-esteem).
166. Social Recognition (respect, admiration).
167. True Friendship (close companionship).
168. Wisdom (a mature understanding of life).
169. Equity (person's reward is proportionate to his contribution or cost).
170. Power (to influence other people, have position of authority and importance).
171. Social Justice (fairness, no discrimination).
172. Cheerful (lighthearted, joyful).
173. Courageous (standing up for your beliefs).

- 174. Loving (affectionate, tender).
- 175. Obedient (dutiful, respectful).
- 176. Polite (courteous, well-mannered).
- 177. Responsible (dependable, reliable).
- 178. Self-Controlled (restrained, self-disciplined).
- 179. Self-Determination (ability to determine one's own destiny).

Form 10: Work Ethic Questionnaire

Please indicate as to what extent do you agree with the following by using an appropriate number.

- 180. Hard work makes oneself a better person.
- 181. Wasting time is as bad as wasting money.
- 182. A good indication of a person's worth is how well (s)he does his/her job.
- 183. If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility.
- 184. The principal purpose of a person's job is to provide him/her with the means for enjoying his/her free time. (R)
- 185. When the work day is finished, a person should forget his/her job and enjoy himself/herself. (R)
- 186. Whenever possible a person should relax and accept life as it is rather than always striving for unreachable goals. (R)
- 187. People who "do things the easy way" are the smart ones. (R)

Form 11: Attribution-in-Failure Questionnaire

Please indicate as to what extent do you hold the following things to be responsible for your successes and failures in general.

| Factors Responsible | Successes | Failures |
|---------------------|-----------|----------|
| 1. Luck (chance) | | |

1. Luck (chance)

Note. The attribution-in-failure questionnaire was a part of the composite questionnaire consisting of 8 items, purported to study the causal attributions made in (a) success, and (b) failure conditions. Due to conceptual and analytical requirements, the items with two anchors would be presented separately in this appendix. For illustration purpose, one item in the composite form has just been presented. Now the items pertaining to failure condition would be mentioned. After that, item pertaining to success condition would be presented.

- 188. Luck (chance).
- 189. Coworkers.
- 190. Superior(s).
- 191. (My) Ability.
- 192. (My) Typical Effort (or effortful work habits).
- 193. (My Personal) Moods.

- 194. Immediate (momentary) Efforts.
- 195. Task Difficulty (or simplicity).

Form 12: Attribution-in-Success Questionnaire

- 196. Luck (chance).
- 197. Superior(s).
- 198. (My) Ability.
- 199. (My) Typical Effort (or effortful work habits).
- 200. Immediate (momentary) Efforts.
- 201. Coworkers.
- 202. (My personal) Moods.
- 203. Task Difficulty (or simplicity).

Form 13: Characteristics of Self-actualizers Questionnaire

Please indicate as to what extent the following are true for yourself by assigning an appropriate number.

- 204. I am concerned for the welfare of humanity.
- 205. I am capable of deep appreciation of the basic experiences of life.
- 206. I have a good sense of humor.
- 207. I am highly creative.
- 208. I perceive reality efficiently, and am able to tolerate uncertainty.
- 209. I accept myself and others for what I am and they are.
- 210. I am spontaneous in thought and behavior.
- 211. I am problem-centered rather than self-centered.
- 212. I am resistant to enculturation, although not purposely unconventional.
- 213. I establish deep, satisfying interpersonal relationship with a few rather than many people.
- 214. I am able to look at life from an objective view point.

Form 14: Characteristics of Successful Person Questionnaire

Please indicate to what extent do you possess the following characteristics by assigning an appropriate number.

- 215. Determined.
- 216. Creative.
- 217. Responsible.
- 218. Enterprising.
- 219. Clear thinking.
- 220. Self-confident.
- 221. Communicative.
- 222. Professionally competent.
- 223. Productive.
- 224. Capable to change if the job calls for it.
- 225. Ambitious.
- 226. Dominant.
- 227. Decisive.
- 228. Aggressive.
- 229. Self starting.
- 230. Well informed.

- 231. Energetic.
- 232. Intelligent.
- 233. Non authoritarian.
- 234. Challenging.
- 235. Optimist.
- 236. Assertive.

Form 15: Gunas Questionnaire

Please indicate as to what extent do you possess the following characteristics by using an appropriate number.

- 237. Desponding (depressed).
- 238. Forgetfulness.
- 239. Ignorance (absence of discrimination between right and wrong).
- 240. Love of fame.
- 241. Passion (strong emotions).
- 242. Power (desire to influence others).
- 243. Patience.
- 244. Poise (balanced).
- 245. Self control.
- 246. Serenity (clear and calm).
- 247. Strife (conflict, struggle, dispute).
- 248. Unrest.
- 249. Active.
- 250. Cruel (doing harm to others).
- 251. Happiness.
- 252. Altruism (helpfulness).
- 253. Compassion (pity).
- 254. Contentment (satisfaction).
- 255. Detachment (unaffected by success and failure).
- 256. Discrimination or knowledge (known what is right and what is wrong).
- 257. Goodness (kindness, excellence).
- 258. Uprightness (straightforward in behavior).
- 259. Desire.
- 260. Greed.
- 261. Impatience.
- 262. Jealousy.
- 263. Pride.
- 264. Vigour (energetic).
- 265. Anger.
- 266. Brutality (unable to reason).
- 267. Confusion.
- 268. Deceptivity (concealing the real power, wealth).
- 269. Indolent (habitually lazy).
- 270. Inertness (sluggish, slow).
- 271. Procrastinating (postponing things for long).
- 272. Resistant.
- 273. Unsteadiness (unbalanced, not firm).

Form 16: Identification with Work Model Questionnaire

- 274. A Positive Orientation to Others (e.g., tolerant, forgiving, giving others a fair go, considerate, understanding,

generous).

275. Competence and Effectiveness (e.g., competent, resourceful, efficient, realistic, showing foresight).

276. Propriety in Dress and Manner (e.g., polite, refined, clean, neat).

277. Assertiveness (e.g., having his/her say, determined).

278. Getting Ahead (e.g., ambitious, competitive).

279. Withdrawal from Others (e.g., keeping to himself/herself).

280. Carefreeness (e.g., acting on impulse).

281. Religious Commitment (e.g., committed, devout, idealistic).

Note. This questionnaire was part of the questionnaire mentioned earlier as 'Form 6' which may be consulted for more details.

Form 17: Least Preferred Coworker Score Questionnaire

Think of the person with whom you can work least well. (S)he may be someone you work with now or someone you knew in the past. (S)he does not have to be the person you like least, but should be the person with whom you had the most difficulty in getting a job done. Describe this person as (s)he appears to you by putting a tick mark (✓) on an appropriate number.

| | | | | | | |
|---------------------|----------|----------|----------|----------|----------|--------------|
| 282. Unpleasant | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Pleasant |
| 283. Unfriendly | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Friendly |
| 284. Rejecting | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Accepting |
| 285. Frustrating | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Helpful |
| 286. Unenthusiastic | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Enthusiastic |
| 287. Tense | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Relaxed |
| 288. Distant | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Close |
| 289. Cold | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Warm |
| 290. Uncooperative | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Cooperative |
| 291. Hostile | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Supportive |
| 292. Boring | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Interesting |
| 293. Quarrelsome | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Harmonious |
| 294. Hesitant | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Self-assured |
| 295. Inefficient | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Efficient |
| 296. Gloomy | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Cheerful |
| 297. Guarded | <u>1</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>5</u> | Open |

Form 18: Locus of Control Questionnaire

To what extent do you agree with the following statements.

298. When I make plans ahead, I usually get to carryout things the way I expected.
299. I feel pretty sure my life would work out the way I want it to.
300. I would say life is too much a matter of luck to plan ahead very far.
301. I feel that the problems of life are sometimes too big for me to live my life pretty much the way I want to.

Form 19: Need Questionnaire

Please indicate as to what extent the following are true for yourself by assigning an appropriate number.

302. I try to lead other persons and assert myself in groups.
303. I try to come out on top in any competitive activity.
304. I try to influence others toward goal and task achievement.
305. I try to have personal domination over others.
306. I try to have other people do things the way I want them done.
307. I try to get affection from others.
308. I try so that people act friendly toward me.
309. I try to exceed some standard of behavior.
310. I try to influence strongly other people's actions.
311. I try to get people to invite me to join in their activities.

Form 20: Physical Attractiveness Questionnaire

Please indicate as to what extent the following are true.

312. Physically attractive people are perceived as more qualified for employment than physically unattractive people.
313. Physically attractive people are perceived as more qualified for promotions than physically unattractive people.
314. Physically attractive persons are more successful than physically unattractive.
315. Physical attractiveness is used as one of the most significant criteria to evaluate person's worth.
316. I think I am a physically attractive person.
317. Physically attractive people are perceived as having more desirable personality traits than physically unattractive people.
318. My physical attractiveness is one of the significant factors for the overall success I have achieved.

Form 21: Preferences for Work Situations Questionnaire

Please indicate to what extent the following are true for yourself by using an appropriate number.

319. I work effectively in a situation where the work

activity is "fun" or enjoyable.

320. I work effectively in a situation where my needs are satisfied as soon as I recognize their presence.

321. I work effectively in a situation where I stand out as "special" in the crowd of my fellow coworkers in terms of status, recognition, reputation, and the like.

322. I work effectively in a situation where my "strongly developed, self-evaluated, and refined moral sense" that motivates me, is satisfied.

323. I work effectively in a situation where I get opportunity to engage in the activity of expressing my "unique" self.

324. I work effectively in a situation where I am not forced to do anything opposed to my interest and inclination.

325. I work effectively in a situation where I get support to my need for entities with which I can identify (where I get love, protection, the "we" feeling, sense of belongingness, and clear instructions to do work from the persons whom I like).

Form 22: Self-esteem Questionnaire

326. I feel inferior to most of the people I know. (R)

327. I think that I am a worthless individual. (R)

328. I feel so discouraged with myself that I wonder whether anything is worthwhile. (R)

329. I dislike myself. (R)

330. I feel there is nothing I can do well. (R)

331. I am confident about my abilities.

332. My abilities are well matched to the requirements of the job.

333. I feel that someday the people I know will look up to me and respect me.

Note. It ought to be noted that the item numbers in this Appendix (Appendix A) are presented in correspondance with the item numbers in the respective factor analysis tables contained in Appendix B. Since the item numbers from 334 to 345 pertain to the factors E and I of 16 PF questionnaire which were not subjected to factor analysis, the next item to follow in this Appendix bears the item no. 346. The item numbers 334 to 345 appear after the items of Form 34 near the end of this Appendix (Appendix A).

Form 23: Behaviors Leading to Self-actualization Questionnaire

346. I try to be honest and avoid pretenses of "game playing".

347. I am prepared to be unpopular if my views do not coincide with those of most people.

348. I do not hesitate in assuming responsibility whenever possible.

349. I work hard at whatever I decide to do.

350. I try to identify my defenses and have the courage to give them up.

351. I try to do something new rather than sticking to secure and safe ways.

352. I experience life as a child does, with full absorption and concentration.

353. I listen to my own feelings in evaluating experiences rather than to the voice of tradition or authority or the majority.

354. I try to become more and more what I am, to become everything that I am capable of becoming.

Form 24: Behavioral Strategies Directed toward Coworkers Questionnaire

People exhibit a variety of behaviors to get the things done the way they want them to be done. In a set up similar to your organization, one has to succeed in getting either the boss, the coworker, or the subordinate (described as the relevant person or RP in the following items) to do something one wants. Mentioned below are some typical instances of behaviors that many people in similar set up have been known to show. Please indicate as to what extent you use each of them when you want to SUCCEED in getting a thing done, or dealing with a relevant person (RP) at work.

| Behaviors | While dealing with superiors (RP) | While dealing with coworkers (RP) | While dealing subordinates (RP) |
|---|---|---|---------------------------------------|
| ----- | | | |
| 1. I demand that RP do what I requested/ demanded | | | |

Note. The respondents were presented with a composite questionnaire purporting to measure the behaviors that the role incumbents exhibit while dealing with their (a) superiors, (b) coworkers, and (c) subordinates. The format in which the composite questionnaire was actually presented has just been mentioned above. The questionnaire basically consisted of 32 items. However, for conceptual and analytical requirements, the 32 items with three anchors would be described separately one after another in this appendix. First, the items pertaining to Behavioral Strategies Directed toward Coworkers Questionnaire are given below.

355. I threaten RP with loss of her/his prestige.

356. I offer an exchange (e.g., if you do this for me, I will do something for you).

357. I threaten to stop working with RP until RP give in.

358. I pretend not to understand what needs to be done so that RP would volunteer to do it for me.

359. I keep aloof whenever there is a controversy.

360. I tolerate some of the inefficient work habits of RP.

361. I express values, opinions, and attitudes similar to those of RP.

362. I behave in such a way (e.g., smile, nod) so that RP like me.

363. I deal with RP on the basis of the strength of knowledge and expertise required for the job that I have.

364. I perform my level best in a crucial assignment upon which RP's performance is dependent to prove that I am an important person.

365. I demand that RP do what I requested/demanded.

366. I make RP feel important ("only you have the brains, talents to do this").

367. I mention about my personal contacts with resourceful persons.

368. I use logic to convince RP.

369. I never reveal the pressures I am acting under while talking with RP.

370. I show my talent and competence to RP in the job I do.

371. If I have any disagreements with RP, I iron it out privately rather than in front of others.

372. When it is a question of my survival and growth, I do not hesitate in attempting to discredit RP.

373. I try to get as many RPs as possible to work for me and to support me.

374. I wait for a proper time to respond.

375. I do not let RP to know of my important plans.

376. I try to achieve my objectives through RP but at the same time I show that I am doing this not for myself but for his/her interest.

377. I behave in such a way so that RP can trust me.

378. I manipulate RP to get the things done.

379. I present myself as a simple innocent person.

380. I behave in such a way (e.g., ask questions) so that RP perceive me as a competent person.

381. I give RP reward/recognition whenever possible.

382. I exert my positional authority to deal with RP.

383. I put RP into an awkward or inferior position/situation whenever possible.

384. I deal with RP on the basis of the connections that I have with influential people in and around the organization.

385. I deal with RP on the basis of the access to the information that could be vital for RP.

386. I deal with RP on the basis of my personal charm and likeability.

Form 25: Behavioral Strategies Directed toward Subordinates Questionnaire

387. I threaten RP with loss of her/his prestige.

388. I offer an exchange (e.g., if you do this for me, I will do something for you).

389. I threaten to stop working with RP until RP give in.

390. I pretend not to understand what needs to be done so that RP would volunteer to do it for me.

391. I show my talent and competence to RP in the job I do.

392. I perform my level best in a crucial assignment upon which RP's performance is dependent to prove that I am an important person.

393. I put RP into an awkward or inferior position/situation whenever possible.

394. I deal with RP on the basis of the connections that I

have with influential people in and around the organization.

395. I try to achieve my objectives through RP but at the same time I show that I am doing this not for myself but for his/her interest.

396. I express values, opinions, and attitudes similar to those of the RP.

397. I behave in such a way (e.g., smile, nod) so that RP like me.

398. I exert my positional authority to deal with RP.

399. I never reveal the pressures I am acting under while talking with RP.

400. I demand that RP do what I requested/demanded.

401. I make RP feel important ("only you have the brains, talents to do this").

402. I mention about my personal contacts with resourceful persons.

403. I use logic to convince RP.

404. I keep aloof whenever there is a controversy.

405. I tolerate some of the inefficient work habits of RP.

406. If I have any disagreements with RP, I iron it out privately rather than in front of others.

407. When it is a question of my survival and growth, I do not hesitate in attempting to discredit RP.

408. I try to get as many RPs as possible to work for me and to support me.

409. I wait for a proper time to respond.

410. I do not let RP to know of my important plans.

411. I behave in such a way so that RP can trust me.

412. I manipulate RP to get the things done.

413. I present myself as a simple, innocent person.

414. I behave in such a way (e.g., ask questions) so that RP perceive me as a competent person.

415. I give RP reward/recognition whenever possible.

416. I deal with RP on the basis of the access to the information that could be vital for RP.

417. I deal with RP on the basis of the strength of knowledge and expertise required for the job that I have.

418. I deal with RP on the basis of my personal charm and likeability.

Form 26: Behavioral Strategies Directed toward Superiors Questionnaire

419. I offer an exchange (e.g., if you do this for me, I will do something for you).

420. I threaten to stop working with RP until RP give in.

421. I pretend not to understand what needs to be done so that RP would volunteer to do it for me.

422. When it is a question of my survival and growth, I do not hesitate in attempting to discredit RP.

423. I try to get as many RPs as possible to work for me and to support me.

424. I do not let RP to know of my important plans.

425. I manipulate RP to get the things done.

426. I perform my level best in a crucial assignment upon which RP's performance is dependent to prove that I am an important person.
427. I behave in such a way so that RP can trust me.
428. I present myself as an simple, innocent person.
429. I behave in such a way (e.g., smile, nod) so that RP like me.
430. I keep aloof whenever there is a controversy.
431. I tolerate some of the inefficient work habits of RP.
432. I make RP feel important ("only you have the brains, talents to do this").
433. I express values, opinions, and attitudes similar to those of RP.
434. I give RP reward/recognition whenever possible.
435. I exert my positional authority to deal with RP.
436. I deal with RP on the basis of the access to the information that could be vital for RP.
437. I demand that RP do what I requested/demanded.
438. I mention about my personal contacts with resourceful persons.
439. I use logic to convince RP.
440. I threaten RP with loss of her/his prestige.
441. I never reveal the pressures I am acting under while talking with RP.
442. I show my talent and competence to RP in the job I do.
443. If I have any disagreements with RP, I iron it out privately rather than in front of others.
444. I wait for a proper time to respond.
445. I try to achieve my objectives through RP but at the same time I show that I am doing this not for myself but for his/her interest.
446. I behave in such a way (e.g., ask questions) so that RP perceive me as a competent person.
447. I put RP in to an awkward or inferior position/situation whenever possible.
448. I deal with RP on the basis of the connections that I have with influential people in and around the organization.
449. I deal with RP on the basis of the strength of knowledge and expertise required for the job that I have.
450. I deal with RP on the basis of my personal charm and likeability.

Form 27: Quality Concern Questionnaire

To what extent would you say that you actively work toward the following within your work unit.

451. Team Building.
452. Link all People (linking all levels in the company).
453. Involvement (getting people involved).
454. Improving Participation.
455. Self-Development.
456. Mutual Development.
457. Improvement in Quality.
458. Waste Reduction.

- 459. Cost Reduction.
- 460. Improvement in Productivity.
- 461. Improvement in Safety.
- 462. Improvement in Communication and Attitude.
- 463. Job Satisfaction.
- 464. Getting into Problem Solving Opportunities.
- 465. Reducing Absenteeism and Grievances.

Form 28: Transactional Styles Questionnaire

Please indicate as to what extent the following are true for yourself by assigning an appropriate number.

- 466. I attempt to show my resentment and aggression toward others with the hope that this will help me to achieve results.
- 467. I attempt to be critical of others' behaviors; develop rules and regulations, and impose them to others.
- 468. I have lot of ideas but I am less concerned about the working of new ideas; what I attempt to do is experimenting with new approaches, primarily for my personal pleasure and satisfaction.
- 469. I attempt to provide support to subordinates to solve problems in order to show them that they are dependent upon me.
- 470. I attempt to pay enough attention to nurturing new ideas and new approaches so that they result in concrete actions, and get internalized in a system.
- 471. I attempt to motivate my subordinates to become independent, and provide necessary conditions for their continuous improvement; and provide support when needed.
- 472. I attempt to develop proper norms of behavior of my subordinates, and help them to understand how some norms are more important than others.
- 473. I attempt to take the help of and involve my subordinates in finding out solutions to problems.
- 474. I attempt to be more concerned with task rather than with feelings, and ignore the matters not directly related to the task.
- 475. When there is something to be explored, I attempt to be more concerned about confronting problems rather than confronting persons, and consequently I fight for my subordinates by expressing my feelings and reactions frankly.

Form 29: Climate Questionnaire

Please indicate as to what extent the following are true in the context of your work unit (or organization).

- 476. Superior(boss) is aware of and responsive to the needs of the subordinates.
- 477. Superior enhances someone else's feelings of personal worth and importance.
- 478. Superior stimulates personal involvement in meeting group goals.
- 479. Superior emphasizes high standards of performance, and sets an example by working hard himself.
- 480. Superior helps achieve goal attainment through such activities as scheduling, coordinating, planning, and providing

resources.

481. Superior encourages the development of close, mutually satisfying relationships with the groups.

482. Superior is able to plan and coordinate the group's activities so that maximum performance is possible.

483. Superior is successful in interactions with higher levels of command.

484. Goals and policies of one subsystem (position, group, department etc.) are in conflict with those of other groups in the same organization. (R)

485. Job at this place calls for the individual to engage in a wide range of behaviors or to use a variety of equipment. (R)

486. Members of this organization take pride in their group.

487. Individuals at this place feel that the atmosphere is conducive to the expression of individual opinions, ideas, and suggestions.

488. Policies of this organization are consistently and fairly applied.

489. Individuals at this place believe that their organization performs an important functions, and offers unique opportunities for growth and reward.

490. Individuals at this place believe that their profession have a good image to outsiders, and provides opportunities for growth and advancement.

491. The jobs in this organization are clearly defined and logically structured.

492. Our management is willing to take a chance on a good idea.

493. Each post has clearly defined sphere of roles in legal sense.

494. Even for small matters, higher ups are consulted for a final answer. (R)

495. In a conflict situation, those who are stronger force their point of view on those who are weaker. (R)

496. Organizational channels of authority are obscure or undefined. (R)

497. Our organization discourages informal and personal relations. (R)

498. Majority of the people feel that their job make a meaningful contribution, and is important to the organization.

499. Job at this place gives the individual a chance to use his skills and abilities.

500. There is cooperative effort among individuals to carry out difficult tasks.

501. There is open communication and trust among members of a work group and the atmosphere is characterized by friendly relations.

502. Group members have feeling of trust and confidence in the superior.

Form 30: Leader-Member Exchange Questionnaire

Please indicate to what extent the following are true for yourself by assigning an appropriate number.

503. My superior (boss) uses her/his power to help me solve a problem in my work regardless of how much formal authority (s)he has built into her/his position.

504. I can count on my superior to "bail me out" at her/his expense when I really need her/him.

505. I and my superior work well together.

506. My superior is friendly with me.

507. My superior is flexible about evolving change in my job duties and responsibilities.

508. I take my suggestions regarding my work to my superior.

Form 31: Organizational Effectiveness Questionnaire

Please indicate as to what extent your organization is effective at:

509. Getting the things done it is supposed to do.

510. Running smoothly with a minimum of confusion.

511. Helping people who work there get their jobs done.

512. Coping with unexpected problems.

Form 32: Biographical Information Questionnaire

513. Number of changes made so far in the assignments or job titles after getting the very first assignment in life _____.

514. Number of promotions, if any _____.

515. Your age (in years) _____.

516. Total length of service (in years) _____.

517. Length of service in the present position _____.

518. Your basic pay scale per month _____.

519. Approximate gross income per annum _____.

520. Direction of last change in assignments (switching over) from a public to a private employer or organization; or vice versa, if any _____.

521. Frequency (number of times) of positions held in a public company _____.

522. Number of similar assignments or job titles held so far but on different occasions (e.g., assistant manager twice, or sales supervisor thrice etc.) irrespective of similarity or difference of the employer _____.

523. Your marital status (1) unmarried (2) widow/widower, (3) married.

524. Number of promotions in the present organization _____.

525. Number of promotions in terms of higher positions so far since the very first job you got _____.

526. Length of service in the present organization _____.

527. Number of positions above your position in this organization (hierarchy of position) _____.

528. Number of positions below your position in this organization (hierarchy of position) _____.

529. Income of spouse per annum _____.

530. Approximate number of dependents (non-earning family members) _____.

531. Out of the total assets that you possess today (valued in terms of rupees at the current market price), what percentage is due to your own efforts/contributions relative to inherited property.

| | | | | |
|-----------|-----|-----|-----|----------|
| 1 | 2 | 3 | 4 | 5 |
| ----- | | | | |
| 20% | 40% | 60% | 80% | 100% |
| (or less) | | | | (almost) |

532. Last academic/professional degree _____.

533. Your overall academic record (check one)

| | | | | |
|-----------|------|------|------|-----------|
| 1 | 2 | 3 | 4 | 5 |
| ----- | | | | |
| Very poor | poor | fair | good | very good |

534. Extent of your participation in extra curricular activities during college period such as debates, drama, music, NCC, NSS, sports, student union etc.

| | | | | |
|------------------|--------------|-------------|--------------|-------------------|
| 1 | 2 | 3 | 4 | 5 |
| ----- | | | | |
| almost no extent | small extent | some extent | great extent | very great extent |

535. Total number of assignments you have got so far _____.

536. Number of demotions, if any _____.

537. Frequency or number of changes in the employer or organization _____.

538. Frequency (number of times) of positions held in a private company _____.

539. Number of changes of the departments served in (e.g., from production to sales etc.) _____.

540. "Basic" salary range _____.

541. Number of assignments held, including the first job, in public organizations _____.

542. Number of assignments held, including the first job, in private organizations _____.

543. Name of the department to which you belong _____.

544. Your birth order _____.

Note. The responses on the aspects reflected in item numbers 513, 514, 520 to 522, and 535 to 542 were collected in a format slightly different than reported here in. It may be noted that a panel of five "judges" having at least a master's degree in psychology was convinced that the formats did not affect the quality of responses. The original format was as follow.

How many assignments have you got ever since you got your first salaried position (may be temporary). Please specify:

| Assignments (job title) | Company/ organiza- tion | Public/ private | Deptt. | No. of years/ months served | Basic salary range |
|----------------------------|-------------------------------|--------------------|--------|--------------------------------|--------------------------|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| 7. | | | | | |
| 8. | | | | | |
| 9. | | | | | |
| 10. | | | | | |

Form 33: Perceived Self-success Questionnaire

545. Compared to other persons of your age, and who are involved in the same occupation or type of work that you do, to what extent do you think you are successful?

546. How successful would the people that you work with say that you are?

547. How well do you feel your career is progressing compared to your peers?

548. How well do you expect to do in future in terms of the attainment of success?

Form 34: Personal Effectiveness Questionnaire

Please indicate as to what extent are you effective at:

549. Making innovations in methods of production/execution.

550. Making innovations in methods of management of things (and people).

551. Interpersonal communication.

552. Overall dealing with colleagues.

553. Performing the job well in terms of quality.

554. Performing the job well in terms of quantity.

555. Coping with unexpected problem.

556. Making a point in group meeting.

Factors E and I of 16 PF Questionnaire

Following are some questions to which there are no "right" or "wrong" answers. There are three possible answers to each question. Put a tick mark (✓) on the line alongside to show your response.

334. When driving a car (or the vehicle you are handling at the moment e.g., two-wheeler, automotive, bi-cycle etc.) in a line of traffic, I feel satisfied:

(a) to remain behind most of the other cars _____.

(b) in between _____.

(c) only after I've reached the front of the line _____.

335. I am more annoyed by a person who:
 (a) tells off-color jokes and embarrasses people _____.
 (b) uncertain _____.
 (c) is late for an appointment and inconveniences me _____.
 336. I am quite happy to be waited on, at appropriate times, by personal servants/attendants/peons (or people of similar rank):
 (a) often _____. (b) sometimes _____. (c) never _____.
 337. In most things in life, I believe in:
 (a) taking a gamble _____.
 (b) in between _____.
 (c) playing it safe _____.
 338. I would rather do something than put a waiter or waitress to a lot of extra trouble:
 (a) Yes _____. (b) occasionally _____. (c) no _____.
 339. People say that I like to have things done my own way:
 (a) true _____. (b) occasionally _____. (c) false _____.
 340. I would rather exercise by:
 (a) fencing and dancing _____.
 (b) in between _____.
 (c) wrestling and baseball _____.
 341. It would be more interesting to be:
 (a) a priest _____.
 (b) uncertain _____.
 (c) a colonel _____.
 342. I enjoy routine, constructive work, using a good piece of machinery or apparatus:
 (a) yes _____. (b) in between _____. (c) no _____.
 343. I am more impressed by:
 (a) acts of skill and grace _____.
 (b) in between _____.
 (c) acts of strength and power _____.
 344. If I can go back in time, I'd rather meet:
 (a) Columbus _____. (b) uncertain _____. (c) Shakespear _____.
 345. I think that what people say in poetry could be put just as exactly in plain prose:
 (a) yes _____. (b) sometimes _____. (c) no _____.

The Additional Variables

Organization's Present Strategic Orientation Questionnaire

Which one of the following descriptions most closely fits your organization compared to other firms in the industry? (Please consider your division or company as a whole and note that none of the types listed below is inherently "good" or "bad".) Please give rank 4 to the Type that is closest to your organization/division. Give rank 3 to the next closest description, and similarly 2 and 1 to the subsequently closest descriptions. Please give your ranking to all descriptions even if they largely seem to be least descriptive of your organizations in strict sense.

- _____ Type 1 This type of organization attempts to locate and maintain a secure niche in a relatively stable product or service area. The organization tends to offer a more limited range of products or services than its competitors, and it tries to protect its domain by offering higher quality, superior service, lower prices, and so forth. Often this type of organization is not at the forefront of developments in the industry - it tends to ignore industry changes that have no direct influence on current areas of operation and concentrates instead on doing the best job possible in a limited area.
- _____ Type 2 This type of organization typically operates within a broad product-market domain that undergoes periodic redefinition. The organization values being "first in" in new product and market areas even if not all of these efforts prove to be highly profitable. The organization responds rapidly to early signals concerning areas of opportunity, and these responses often lead to a new round of competitive actions. However, this type of organization may not maintain market strength in all of the areas it enters.
- _____ Type 3 This type of organization attempts to maintain a stable, limited line of products or services, while at the same time moving out quickly to follow a carefully selected set of the more promising new developments in the industry. The organization is seldom "first in" with new products or services. However, by carefully monitoring the actions of major competitors in areas compatible with its stable product market base, the organization can frequently be "second in" with a more cost-efficient product or service.
- _____ Type 4 This type of organization does not appear to have a consistent product-market orientation. The organization is usually not as aggressive in maintaining established products and markets as some of its competitors, nor is it willing to take as many risks as other competitors. Rather, the organization responds in those areas where it is forced to by environmental pressures.

Organization's Past Strategic Orientation Questionnaire

In the previous question, you selected a particular description of your organization in the "present" context. Please indicate which description (i.e., Type 1, 2, 3, or 4) best fits your organization for the period:

1 - 3 years ago _____.

Organization's Future Strategic Orientation Questionnaire

Just now you selected a type that best described your organization in the recent past. Now please indicate which description (i.e., Type 1, 2, 3 or 4) best fits your organization for the period:

1 - 3 years from now _____.

Appendix B

Summary of Factor Analysis Results

Table B1

Factor Pattern of Idealized Success Questionnaire

| Item no. | Factors and loadings | | | | | | | | | | | | |
|-------------|----------------------|------|------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| | 1 | 2 | 3 | 4 ^a | 5 ^a | 6 ^a | 7 ^a | 8 ^u | 9 ^u | 10 ^u | 11 ^u | 12 ^u | 13 ^u |
| 1 | .57 | -.11 | -.02 | -.13 | .08 | -.03 | -.09 | -.19 | .04 | .17 | .06 | -.04 | -.05 |
| 2 | .50 | -.09 | .06 | .01 | -.01 | -.19 | -.07 | -.01 | .08 | -.13 | .01 | .07 | -.15 |
| 3 | .59 | -.02 | .10 | -.04 | -.15 | .07 | -.06 | .08 | .03 | -.00 | .01 | -.06 | .02 |
| 4 | .55 | .05 | .01 | -.06 | -.01 | -.00 | -.10 | .13 | .02 | .10 | .24 | -.10 | .08 |
| 5 | -.12 | .56 | .05 | .08 | -.10 | .07 | -.02 | -.07 | -.14 | .14 | -.01 | .22 | -.11 |
| 6 | -.02 | .85 | .01 | -.01 | .05 | -.00 | .09 | .07 | .02 | .04 | .04 | -.04 | -.04 |
| 7 | .02 | .70 | -.02 | -.06 | .00 | -.08 | -.04 | .01 | .12 | -.02 | -.09 | .03 | .04 |
| 8 | -.02 | -.05 | .71 | -.04 | -.05 | .14 | .02 | -.03 | .05 | -.05 | .10 | -.15 | -.13 |
| 9 | .07 | .08 | .53 | .09 | .04 | -.20 | -.02 | -.01 | .05 | .08 | .10 | .03 | .29 |
| 10 | .09 | .09 | .56 | -.11 | .23 | -.21 | -.03 | -.04 | .07 | .08 | -.09 | -.14 | .10 |
| 11 | .02 | -.01 | .55 | -.04 | -.06 | -.21 | .01 | -.13 | .08 | -.09 | -.03 | .06 | -.06 |
| 12 | -.09 | -.05 | -.02 | -.93 | .04 | .03 | -.00 | .07 | .05 | .02 | -.02 | .01 | -.06 |
| 13 | .00 | .09 | -.05 | -.80 | .04 | -.13 | -.07 | .02 | -.01 | .05 | -.05 | -.04 | .01 |
| 14 | .13 | .04 | .05 | -.73 | .00 | .04 | .00 | -.08 | -.07 | -.01 | .07 | -.06 | .07 |
| 15 | -.00 | .10 | -.02 | .01 | -.67 | .02 | -.03 | -.09 | .11 | .08 | .01 | .00 | -.04 |
| 16 | .07 | -.04 | .04 | -.10 | -.50 | -.16 | -.00 | .01 | .01 | .10 | -.02 | .10 | -.16 |
| 17 | .04 | .03 | .00 | -.16 | .03 | -.50 | -.04 | -.07 | .18 | .09 | -.03 | -.01 | -.02 |
| 18 | .07 | -.01 | .03 | .02 | .04 | -.50 | .01 | -.03 | -.04 | .17 | .21 | .03 | -.08 |
| 19 | .06 | .03 | .10 | -.13 | -.15 | -.55 | -.08 | -.08 | -.04 | -.03 | -.03 | -.06 | -.10 |
| 20 | .29 | .07 | .00 | -.06 | -.07 | .01 | -.53 | -.18 | .05 | -.08 | -.16 | -.10 | -.07 |
| 21 | .03 | -.02 | .06 | -.09 | .05 | -.06 | -.67 | .03 | -.08 | .07 | .07 | .02 | .06 |
| 22 | -.07 | -.08 | -.07 | .01 | .09 | .00 | -.83 | .00 | .09 | .08 | .10 | -.01 | -.10 |
| 23 | -.01 | .03 | .05 | -.03 | -.06 | .05 | -.73 | .04 | -.03 | .02 | .01 | .15 | -.02 |

(table continues)

Table B1 (continued)

| Item no. | Factors and loadings | | | | | | | | | | | | |
|--------------------|----------------------|------|------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| | 1 | 2 | 3 | 4 ^a | 5 ^a | 6 ^a | 7 ^a | 8 ^u | 9 ^u | 10 ^u | 11 ^u | 12 ^u | 13 ^u |
| Unclassified items | | | | | | | | | | | | | |
| 24 | .05 | -.08 | .24 | -.02 | -.08 | -.18 | .01 | -.51 | .04 | .06 | .08 | .07 | .07 |
| 25 | .09 | -.05 | -.03 | -.08 | .15 | -.08 | -.13 | -.10 | -.10 | .09 | .51 | .12 | -.09 |
| 26 | -.01 | .09 | .00 | .03 | -.07 | .04 | -.09 | -.02 | .06 | .01 | -.01 | .51 | -.02 |
| 27 | -.01 | -.08 | .41 | -.02 | -.15 | -.05 | .02 | -.01 | .02 | .16 | -.01 | -.10 | -.30 |
| 28 | .06 | -.02 | .45 | -.07 | -.22 | .14 | -.11 | -.01 | -.09 | .18 | -.05 | -.09 | -.03 |
| 29 | .04 | -.03 | .49 | -.02 | .13 | -.10 | -.07 | .10 | .06 | .10 | .12 | .30 | -.02 |
| 30 | .07 | .05 | .45 | -.03 | -.10 | -.08 | -.12 | -.24 | .06 | -.08 | .05 | -.13 | -.03 |
| 31 | .13 | .02 | .13 | -.13 | -.01 | -.14 | .03 | .11 | .48 | .05 | -.06 | .01 | -.09 |
| 32 | .04 | -.05 | .29 | -.04 | -.19 | -.02 | .03 | -.01 | .29 | .01 | .14 | -.15 | -.03 |
| 33 | .06 | -.06 | .04 | .00 | -.10 | -.25 | -.10 | -.01 | .38 | .07 | .17 | -.15 | -.21 |
| 34 | -.11 | .10 | .09 | -.18 | -.12 | -.33 | .02 | .02 | .08 | .01 | .15 | -.10 | -.08 |
| 35 | -.03 | .31 | -.14 | -.06 | -.01 | -.04 | .16 | -.12 | -.11 | .01 | .11 | .34 | -.07 |
| 36 | .05 | -.02 | .09 | -.06 | -.36 | -.10 | .02 | .11 | .34 | .20 | .09 | -.00 | .02 |
| 37 | .22 | .05 | .18 | -.09 | -.41 | -.37 | .00 | -.13 | -.10 | -.18 | -.07 | -.02 | -.05 |
| 38 | .37 | -.03 | .12 | -.11 | -.22 | -.17 | .09 | .10 | .14 | .08 | .01 | -.04 | -.03 |
| 39 | -.07 | -.02 | .00 | -.07 | -.37 | -.27 | -.28 | .13 | -.08 | .21 | .02 | .15 | .22 |
| 40 | -.12 | .17 | -.01 | .03 | -.02 | .07 | -.06 | -.18 | .30 | -.10 | .01 | .09 | -.10 |
| 41 | .05 | .03 | .16 | -.01 | -.19 | .02 | -.09 | .10 | .06 | .45 | -.00 | .04 | -.05 |
| 42 | .01 | .19 | -.11 | -.08 | .02 | -.15 | -.07 | -.12 | -.05 | .37 | .06 | .05 | -.07 |
| 43 | .11 | .16 | .05 | -.05 | -.01 | .00 | -.09 | -.19 | .26 | .26 | -.06 | -.01 | .14 |
| 44 | .08 | .16 | .05 | .02 | -.01 | -.12 | -.10 | .05 | .02 | .04 | .02 | .10 | -.44 |
| 45 | .19 | -.00 | .04 | .01 | -.02 | -.00 | -.16 | -.07 | .19 | .18 | .40 | -.21 | .04 |
| 46 | .20 | -.09 | .04 | .00 | -.25 | .08 | -.15 | .07 | .38 | -.10 | .09 | .11 | -.02 |
| 47 | .08 | -.04 | -.02 | -.09 | -.34 | .02 | -.20 | .07 | .34 | -.02 | .01 | .13 | .11 |

(table continues)

Table B1 (continued)

| Item no. | Factors and loadings | | | | | | | | | | | | |
|-------------|----------------------|------|------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|
| | 1 | 2 | 3 | 4 ^a | 5 ^a | 6 ^a | 7 ^a | 8 ^u | 9 ^u | 10 ^u | 11 ^u | 12 ^u | 13 ^u |
| 48 | .05 | .38 | -.01 | -.27 | -.10 | .16 | -.02 | -.02 | -.12 | -.02 | .06 | .21 | -.04 |
| 49 | .45 | -.04 | -.04 | -.18 | .12 | .07 | .01 | -.21 | .11 | .12 | .11 | .23 | -.10 |
| 50 | .29 | .09 | .17 | -.08 | -.11 | -.02 | -.24 | .18 | -.00 | -.11 | .14 | .10 | .07 |
| 51 | .49 | -.02 | -.03 | .04 | -.06 | -.09 | -.11 | .05 | -.03 | .04 | .34 | -.06 | -.01 |
| 52 | .17 | .15 | .10 | -.12 | .04 | -.12 | -.13 | .20 | .17 | -.07 | .38 | .03 | .11 |
| 53 | -.00 | -.03 | .03 | -.44 | -.12 | .01 | .06 | -.30 | .01 | -.16 | .29 | .15 | .20 |
| 54 | .03 | .14 | .08 | -.21 | -.09 | -.06 | -.15 | -.01 | -.05 | -.14 | .49 | .05 | .05 |
| 55 | .13 | -.08 | .14 | -.11 | -.14 | .06 | -.08 | -.03 | .10 | -.01 | .44 | -.01 | -.07 |
| 56 | .43 | .13 | -.01 | -.01 | .06 | -.08 | -.24 | .03 | -.01 | .08 | .23 | -.03 | .04 |
| 57 | .07 | .23 | -.01 | -.16 | -.21 | -.04 | -.21 | -.12 | -.04 | -.13 | .14 | -.07 | -.07 |
| 58 | .10 | .08 | .05 | -.15 | -.22 | .10 | -.29 | -.09 | .11 | -.16 | .17 | -.05 | -.09 |
| 59 | .30 | -.08 | .01 | .05 | -.09 | -.12 | -.42 | -.06 | .08 | -.03 | .11 | -.09 | .11 |
| EV WIT | 16.25 | 3.99 | 3.09 | 2.22 | 1.96 | 1.52 | 1.42 | 1.29 | 1.21 | 1.18 | 1.09 | 1.09 | 1.02 |
| PV WIT | 27.5 | 6.8 | 5.2 | 3.8 | 3.3 | 2.6 | 2.4 | 2.2 | 2.1 | 2.0 | 1.9 | 1.8 | 1.7 |
| EV IT | 15.81 | 3.53 | 2.65 | 1.80 | 1.50 | 1.05 | 0.94 | 0.84 | 0.72 | 0.68 | 0.63 | 0.58 | 0.52 |
| PV IT | 50.6 | 11.3 | 8.5 | 5.8 | 4.8 | 3.4 | 3.0 | 2.7 | 2.3 | 2.2 | 2.0 | 1.9 | 1.7 |

EV WIT = Eigen value without iterations.

PV WIT = Per cent of variance without iterations.

EV IT = Eigen value with iterations.

PV IT = Per cent of variance with iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.
^uUnused factor due to high loading of only one item and other reasons mentioned on page 278.

Table B2

Factor Pattern of Childhood Environment Questionnaire

| Item no. | Factors and loadings | | |
|--------------------|----------------------|------|----------------|
| | 1 | 2 | 3 ^u |
| 60 | .58 | -.04 | -.14 |
| 61 | .70 | .01 | .02 |
| 62 | .53 | .08 | -.09 |
| 63 | .70 | .01 | .09 |
| 64 | .70 | .07 | .13 |
| 65 | .70 | .10 | .09 |
| 66 | .59 | .21 | -.12 |
| 67 | .78 | -.01 | .18 |
| 68 | .71 | .08 | -.04 |
| 69 | .08 | .60 | .05 |
| 70 | -.05 | .91 | .06 |
| Unclassified items | | | |
| 71 | .67 | .02 | -.41 |
| 72 | .66 | .10 | -.50 |
| 73 | .07 | .13 | .36 |
| 74 | .60 | -.14 | .31 |
| 75 | .41 | .34 | .01 |
| Eigen Value WIT | 6.92 | 1.39 | 1.21 |
| % of Variance WIT | 43.2 | 8.7 | 7.5 |
| Eigen Value IT | 6.46 | 0.94 | 0.71 |
| % of Variance IT | 79.6 | 11.6 | 8.8 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to reasons mentioned on page 278.

Table B3

Factor Pattern of Adolescence Environment Questionnaire

| Item no. | Factors and loadings | | |
|--------------------|----------------------|------|------|
| | 1 | 2 | 3 |
| 76 | .51 | .06 | .19 |
| 77 | .53 | -.08 | -.07 |
| 78 | .66 | .04 | .02 |
| 79 | .68 | .01 | -.04 |
| 80 | .53 | .19 | .08 |
| 81 | .70 | -.00 | .06 |
| 82 | .64 | -.07 | .11 |
| 83 | -.11 | .80 | .02 |
| 84 | -.04 | .72 | .02 |
| 85 | .18 | .06 | .68 |
| 86 | .15 | .12 | .65 |
| Unclassified items | | | |
| 87 | .25 | .09 | .36 |
| 88 | .26 | .25 | .14 |
| 89 | .18 | .18 | -.26 |
| 90 | .48 | .10 | .27 |
| 91 | .27 | .32 | .00 |
| Eigen Value WIT | 5.49 | 1.52 | 1.22 |
| % of Variance WIT | 34.3 | 9.5 | 7.6 |
| Eigen Value IT | 4.93 | 0.98 | 0.66 |
| % of Variance IT | 75.1 | 14.9 | 10.1 |

WIT = Without iterations. IT = With iterations.

Table B5

Factor Pattern of Present Work Environment Questionnaire

| Item no. | Factors and loadings | | | |
|--------------------|----------------------|------|----------------|----------------|
| | 1 | 2 | 3 ^a | 4 ^u |
| 108 | .63 | -.03 | -.01 | .01 |
| 109 | .65 | .01 | .01 | -.04 |
| 110 | .64 | -.04 | -.23 | -.06 |
| 111 | -.17 | .73 | -.08 | .07 |
| 112 | .07 | .77 | .12 | -.11 |
| 113 | .06 | -.09 | -.73 | .01 |
| 114 | -.02 | .02 | -.79 | .02 |
| 115 | .16 | .12 | -.57 | .01 |
| Unclassified items | | | | |
| 116 | .53 | -.09 | -.31 | -.06 |
| 117 | .37 | .10 | -.23 | -.01 |
| 118 | -.09 | -.02 | -.04 | .28 |
| 119 | .43 | .03 | .14 | .56 |
| 120 | .34 | .18 | -.27 | .15 |
| 121 | .47 | .18 | -.20 | .06 |
| 122 | .14 | .26 | -.23 | .12 |
| 123 | .30 | .27 | -.40 | -.03 |
| Eigen Value WIT | 5.76 | 1.57 | 1.12 | 1.10 |
| % of Variance WIT | 36.0 | 9.8 | 7.0 | 6.9 |
| Eigen Value IT | 5.26 | 1.10 | 0.63 | 0.41 |
| % of Variance IT | 71.0 | 14.9 | 8.5 | 5.6 |

WIT = Without iterations. IT = With iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

^uUnused factor due to reasons mentioned on page 278.

Table B6

Factor Pattern of Identification with Prework Model Questionnaire

| Item no. | Factors and loadings | | |
|--------------------|----------------------|----------------|----------------|
| | 1 | 2 ^u | 3 ^u |
| 124 | .73 | -.09 | .02 |
| 125 | .71 | .02 | -.02 |
| Unclassified items | | | |
| 126 | -.07 | .97 | -.05 |
| 127 | -.11 | .03 | .83 |
| 128 | .42 | .18 | .06 |
| 129 | .02 | .40 | .14 |
| 130 | .16 | .01 | .28 |
| 131 | .30 | .35 | -.04 |
| Eigen Value WIT | 2.65 | 1.18 | 1.07 |
| % of Variance WIT | 33.1 | 14.7 | 13.4 |
| Eigen Value IT | 2.12 | 0.74 | 0.61 |
| % of Variance IT | 61.2 | 21.2 | 17.6 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to high loading of only one item.

Table B7

Factor Pattern of Parental Socio-economic Status Questionnaire

| Item no. | Factor and loadings |
|-------------------|---------------------|
| | 1 |
| 132 | .72 |
| 133 | .70 |
| 134 | .99 |
| Eigen Value WIT | 2.29 |
| % of Variance WIT | 76.4 |
| Eigen Value IT | 2.01 |
| % of Variance IT | 100.0 |

WIT = Without iterations.

IT = With iterations.

Table B8

Factor Pattern of Change Value Questionnaire

| Item no. | Factor and loadings |
|-------------------|---------------------|
| | ----- 1 |
| 135 | .55 |
| 136 | .64 |
| 137 | .66 |
| 138 | .65 |
| 139 | .52 |
| Eigen Value WIT | 2.46 |
| % of Variance WIT | 49.1 |
| Eigen Value IT | 1.83 |
| % of Variance IT | 100.0 |

WIT = Without iterations.

IT = With iterations.

Table B9

Factor Pattern of Rokeach's Values Questionnaire

| Item no. | Factors and loadings | | | | | | | | |
|--------------------|----------------------|------|----------------|----------------|----------------|------|----------------|------|------|
| | 1 | 2 | 3 ^u | 4 ^u | 5 ^u | 6 | 7 ^u | 8 | 9 |
| 140 | .63 | .02 | .06 | .02 | -.18 | -.08 | .13 | -.03 | .09 |
| 141 | .52 | .07 | -.06 | -.06 | -.14 | .13 | .04 | .06 | .11 |
| 142 | .58 | .02 | .02 | -.01 | -.06 | .05 | -.09 | .06 | .16 |
| 143 | .73 | .03 | .02 | .04 | .14 | -.01 | .04 | .07 | -.10 |
| 144 | .03 | .64 | -.04 | .04 | .07 | -.03 | .21 | .16 | -.13 |
| 145 | .03 | .68 | .15 | .02 | .08 | .08 | -.17 | -.01 | .14 |
| 146 | .06 | .64 | .06 | -.07 | -.27 | .13 | .02 | .08 | -.01 |
| 147 | -.03 | -.01 | -.02 | .00 | -.04 | .60 | -.02 | .12 | .06 |
| 148 | .02 | .17 | .07 | .05 | .09 | .58 | .15 | -.15 | .12 |
| 149 | -.03 | .13 | -.06 | .23 | -.03 | -.01 | .02 | .55 | .05 |
| 150 | .00 | .07 | .01 | -.01 | -.08 | .04 | .04 | .72 | -.00 |
| 151 | -.04 | -.07 | .16 | -.03 | .12 | .12 | .02 | .08 | .62 |
| 152 | .08 | -.04 | -.02 | -.03 | -.01 | .09 | .07 | .04 | .63 |
| 153 | .02 | .08 | .01 | .06 | -.07 | .06 | .05 | -.04 | .66 |
| 154 | .06 | .14 | -.10 | .08 | -.12 | .09 | -.17 | .12 | .59 |
| Unclassified items | | | | | | | | | |
| 155 | .11 | .18 | .53 | .06 | .16 | .04 | -.03 | -.05 | .09 |
| 156 | .08 | .03 | -.10 | .73 | -.00 | .06 | -.22 | .11 | -.01 |
| 157 | .06 | .09 | -.01 | -.19 | .08 | .29 | .54 | .09 | .08 |
| 158 | .01 | .07 | .24 | .35 | .13 | -.08 | .06 | .08 | .01 |
| 159 | -.03 | .14 | .49 | -.04 | .01 | .07 | .10 | .20 | .06 |
| 160 | .14 | .17 | .12 | .08 | .10 | -.08 | .05 | .37 | .11 |
| 161 | -.01 | .20 | -.00 | .11 | -.17 | .03 | .07 | .28 | .14 |
| 162 | .09 | -.09 | .14 | .04 | .22 | .13 | -.05 | .41 | .09 |
| 163 | .19 | .17 | -.06 | .11 | -.07 | .06 | .09 | .38 | -.08 |
| 164 | -.05 | .05 | -.04 | .38 | .08 | .17 | .01 | .14 | -.02 |
| 165 | .21 | .00 | .26 | .18 | -.15 | .12 | .19 | .15 | -.06 |
| 166 | .20 | -.04 | .27 | .29 | -.20 | .22 | .17 | -.03 | -.06 |
| 167 | .22 | .15 | .14 | .23 | -.17 | .32 | .01 | .06 | -.10 |
| 168 | .28 | -.08 | .15 | -.05 | -.10 | .17 | -.14 | .30 | .25 |
| 169 | .03 | .16 | .12 | -.03 | -.24 | -.06 | .02 | .19 | .42 |
| 170 | -.00 | -.12 | .19 | .41 | -.23 | -.11 | .26 | -.09 | .35 |
| 171 | .19 | .18 | .01 | -.01 | -.38 | .02 | .15 | .15 | .18 |
| 172 | .46 | .21 | -.02 | .09 | .16 | .20 | -.11 | -.05 | .01 |
| 173 | .25 | -.08 | .14 | .04 | -.01 | .24 | .06 | .05 | .26 |
| 174 | .20 | .18 | -.26 | .22 | .03 | .18 | .04 | .03 | .31 |
| 175 | .08 | .08 | -.29 | .38 | .03 | .16 | .31 | .06 | .10 |
| 176 | .30 | .20 | -.32 | .17 | .27 | .07 | .26 | .04 | .09 |
| 177 | .35 | -.03 | -.00 | -.06 | -.02 | -.06 | .28 | .16 | .24 |

(table continues)

Table B9 (continued)

| Item no. | Factors and loadings | | | | | | | | |
|----------|----------------------|------|----------------|----------------|----------------|------|----------------|------|------|
| | 1 | 2 | 3 ^u | 4 ^u | 5 ^u | 6 | 7 ^u | 8 | 9 |
| 178 | .22 | .10 | -.09 | -.10 | .11 | .05 | .22 | .09 | .40 |
| 179 | .29 | .03 | -.00 | .04 | .14 | -.03 | .14 | -.02 | .44 |
| EV WIT | 13.10 | 2.27 | 1.83 | 1.38 | 1.48 | 1.33 | 1.41 | 1.11 | 1.04 |
| PV WIT | 32.7 | 5.7 | 4.6 | 3.7 | 3.5 | 3.3 | 2.9 | 2.8 | 2.6 |
| EV IT | 12.62 | 1.80 | 1.36 | 1.03 | 0.89 | 0.83 | 0.65 | 0.63 | 0.55 |
| PV IT | 62.0 | 8.8 | 6.7 | 5.1 | 4.4 | 4.1 | 3.2 | 3.1 | 2.7 |

EV WIT = Eigen value without iterations.

PV WIT = Per cent of variance without iterations.

EV IT = Eigen value with iterations.

PV IT = Per cent of variance with iterations.

^uUnused factor due to high loading of only one item and other reasons mentioned on page 278.

Table B10

Factor Pattern of Work Ethic Questionnaire

| Item no. | Factors and loadings | |
|--------------------|----------------------|----------------|
| | 1 | 2 ^u |
| 180 | .57 | -.18 |
| 181 | .56 | -.08 |
| 182 | .72 | .11 |
| 183 | .66 | .06 |
| Unclassified items | | |
| 184 | .10 | .58 |
| 185 | -.17 | .45 |
| 186 | -.18 | .27 |
| 187 | .02 | .33 |
| Eigen value WIT | 2.54 | 1.30 |
| % of variance WIT | 31.7 | 16.2 |
| Eigen value IT | 1.91 | 0.59 |
| % of variance IT | 76.6 | 23.4 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to high loading of only one item.

Table B11

Factor Pattern of Attribution - in - Failure Questionnaire

| Item no. | Factors and loadings | |
|--------------------|----------------------|----------------|
| | 1 | 2 ^a |
| 188 | .56 | .18 |
| 189 | .65 | -.01 |
| 190 | .53 | -.02 |
| 191 | .08 | -.75 |
| 192 | .01 | -.85 |
| Unclassified items | | |
| 193 | .39 | -.12 |
| 194 | .47 | -.14 |
| 195 | .46 | -.23 |
| Eigen value WIT | 2.96 | 1.28 |
| % of variance WIT | 37.0 | 16.0 |
| Eigen value IT | 2.40 | 0.78 |
| % of variance IT | 75.4 | 24.6 |

WIT = Without iterations. IT = With iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

Table B12

Factor Pattern Attribution-in-Success Questionnaire

| Item no. | Factors and loadings | | |
|-----------------------------|----------------------|------|----------------|
| | 1 | 2 | 3 ^u |
| 196 | .53 | -.10 | .06 |
| 197 | .63 | .22 | .04 |
| 198 | .09 | .67 | .07 |
| 199 | -.08 | .70 | -.06 |
| Unclassified items ----- | | | |
| 200 | -.05 | .00 | -.86 |
| 201 | .46 | .12 | -.09 |
| 202 | .31 | -.01 | -.24 |
| 203 | .36 | .08 | -.29 |
| Eigen value WIT | 2.57 | 1.26 | 1.02 |
| % of variance WIT | 32.1 | 15.8 | 12.7 |
| Eigen value IT | 1.99 | 0.70 | 0.55 |
| % of variance IT | 61.4 | 21.5 | 17.1 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to high loading of only one item.

Table B13

Factor Pattern of Characteristics of Self-actualizers
Questionnaire

| Item no. | Factors and loadings | | |
|--------------------|----------------------|----------------|----------------|
| | 1 | 2 ^a | 3 ^u |
| 204 | .80 | .06 | -.06 |
| 205 | .77 | -.05 | -.05 |
| 206 | .12 | -.65 | -.15 |
| 207 | -.02 | -.76 | -.04 |
| Unclassified items | | | |
| 208 | .03 | .12 | .58 |
| 209 | .24 | -.17 | .42 |
| 210 | .18 | -.34 | .15 |
| 211 | -.01 | -.17 | .36 |
| 212 | -.01 | -.35 | .09 |
| 213 | .36 | -.03 | .15 |
| 214 | .42 | -.17 | .14 |
| Eigen Value WIT | 3.66 | 1.22 | 1.06 |
| % of Variance WIT | 33.3 | 11.1 | 9.7 |
| Eigen Value IT | 3.09 | 0.62 | 0.45 |
| % of Variance IT | 74.4 | 14.8 | 10.8 |

WIT = Without iterations. IT = With iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

^uUnused factor due to high loading of only one item.

Table B14

Factor Pattern of Characteristics of Successful Person
Questionnaire

| Item no. | Factors and loadings | | | |
|--------------------|----------------------|----------------|----------------|----------------|
| | 1 | 2 ^u | 3 ^a | 4 ^u |
| 215 | .60 | -.17 | -.26 | -.06 |
| 216 | .50 | -.17 | -.27 | .18 |
| 217 | .67 | -.05 | -.03 | .19 |
| 218 | .61 | .05 | -.03 | .14 |
| 219 | .69 | -.06 | -.09 | .06 |
| 220 | .63 | -.06 | -.06 | -.11 |
| 221 | .54 | .12 | -.05 | -.10 |
| 222 | .71 | .07 | .12 | -.06 |
| 223 | .84 | .10 | .22 | -.07 |
| 224 | .75 | .03 | .10 | -.04 |
| 225 | .26 | -.14 | -.50 | -.11 |
| 226 | -.02 | .08 | -.53 | .05 |
| Unclassified items | | | | |
| 227 | .40 | .37 | -.06 | .14 |
| 228 | -.09 | .35 | -.43 | .03 |
| 229 | .32 | .19 | -.27 | -.12 |
| 230 | .45 | .03 | -.19 | -.02 |
| 231 | .57 | -.30 | -.24 | -.02 |
| 232 | .48 | .06 | -.26 | .45 |
| 233 | .04 | .49 | -.02 | -.04 |
| 234 | .38 | .14 | -.18 | -.05 |
| 235 | .25 | .08 | -.28 | -.31 |
| 236 | .28 | .17 | -.35 | -.17 |
| Eigen value WIT | 8.01 | 1.56 | 1.19 | 1.04 |
| % of variance WIT | 36.4 | 7.1 | 5.4 | 4.7 |
| Eigen value IT | 7.47 | 0.93 | 0.60 | 0.49 |
| % of variance IT | 78.7 | 9.7 | 6.3 | 5.2 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to reasons mentioned on page 278.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

Table B15

Factor Pattern of Gunas Questionnaire

| Item no. | Factors and loadings | | | | | | | | |
|--------------------|----------------------|------|------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 1 | 2 | 3 | 4 ^u | 5 ^u | 6 ^u | 7 ^u | 8 ^a | 9 ^u |
| 237 | .59 | -.00 | -.07 | .04 | .05 | .03 | -.12 | -.20 | .03 |
| 238 | .58 | -.14 | -.09 | .06 | .03 | -.07 | .12 | -.16 | .13 |
| 239 | .58 | -.03 | -.09 | -.01 | -.22 | -.16 | .18 | .03 | .02 |
| 240 | -.04 | .76 | .04 | -.03 | .07 | -.08 | -.00 | .06 | .02 |
| 241 | .11 | .61 | -.09 | .14 | .14 | .04 | .02 | -.05 | .00 |
| 242 | -.10 | .74 | .05 | .03 | -.10 | .04 | .04 | -.15 | .04 |
| 243 | .01 | -.03 | .69 | -.09 | .07 | -.12 | .10 | .06 | .04 |
| 244 | -.09 | .07 | .67 | -.02 | .08 | .04 | .09 | -.05 | -.00 |
| 245 | -.03 | -.01 | .79 | .14 | -.07 | -.04 | .02 | -.03 | .06 |
| 246 | .05 | .06 | .72 | .05 | -.00 | .07 | -.05 | .05 | -.09 |
| 247 | .11 | -.01 | -.03 | .00 | .00 | -.05 | -.00 | -.68 | .07 |
| 248 | .11 | .06 | -.12 | -.13 | -.06 | .01 | -.03 | -.63 | -.02 |
| Unclassified items | | | | | | | | | |
| 249 | .00 | -.00 | .10 | .69 | .05 | .11 | .09 | .11 | .09 |
| 250 | .11 | -.04 | -.04 | .04 | -.53 | -.15 | .10 | -.12 | -.26 |
| 251 | -.06 | .06 | .12 | .00 | .09 | -.04 | .61 | .03 | -.09 |
| 252 | .02 | -.07 | .03 | .24 | .37 | .03 | .14 | .06 | -.06 |
| 253 | .00 | .02 | .04 | .04 | .48 | -.08 | .11 | -.00 | -.12 |
| 254 | -.04 | -.10 | .06 | .12 | .08 | .02 | .45 | .12 | -.40 |
| 255 | .07 | -.15 | .24 | .04 | .00 | .02 | .04 | -.10 | -.35 |
| 256 | -.12 | .16 | .22 | .19 | .26 | .13 | .04 | -.21 | -.16 |
| 257 | .09 | .15 | .14 | -.01 | .45 | .07 | .37 | -.07 | .06 |
| 258 | .03 | -.01 | .10 | .41 | .02 | .52 | .03 | -.10 | -.14 |
| 259 | .02 | .31 | .04 | .38 | -.14 | -.07 | -.03 | .05 | .01 |
| 260 | .15 | .15 | -.05 | .11 | -.30 | -.37 | .11 | -.05 | -.06 |
| 261 | .12 | .05 | -.41 | .15 | .01 | -.18 | .09 | -.26 | .03 |
| 262 | .06 | .23 | -.15 | -.14 | -.19 | -.23 | -.03 | -.16 | -.19 |
| 263 | .10 | .31 | .01 | .00 | -.20 | .19 | .19 | -.41 | .17 |
| 264 | -.09 | .15 | -.02 | .48 | .12 | -.01 | -.01 | -.13 | -.13 |
| 265 | -.07 | .12 | -.25 | .13 | .05 | -.15 | -.08 | -.44 | -.25 |
| 266 | -.01 | .01 | .06 | .07 | -.07 | -.45 | -.15 | -.37 | -.21 |
| 267 | .26 | .04 | -.13 | -.02 | -.04 | -.43 | .04 | -.23 | -.04 |
| 268 | .08 | .07 | -.00 | -.02 | -.16 | -.41 | .10 | -.20 | -.02 |
| 269 | .60 | .10 | -.05 | -.13 | -.15 | .08 | -.13 | .05 | -.33 |
| 270 | .52 | .13 | -.06 | -.26 | -.20 | .04 | -.01 | .04 | -.33 |
| 271 | .49 | .15 | -.06 | -.27 | .04 | -.05 | -.14 | .02 | -.30 |

(table continues)

Table B15 (continued)

| Item no. | Factors and loadings | | | | | | | | |
|-------------|----------------------|------|------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 1 | 2 | 3 | 4 ^u | 5 ^u | 6 ^u | 7 ^u | 8 ^a | 9 ^u |
| 272 | .26 | .22 | .07 | .10 | .04 | -.20 | -.05 | .06 | .01 |
| 273 | .49 | .01 | .06 | -.01 | .08 | -.37 | -.24 | -.09 | -.02 |
| EV WIT | 8.48 | 4.23 | 2.44 | 1.73 | 1.39 | 1.25 | 1.19 | 1.13 | 1.04 |
| PV WIT | 22.9 | 11.4 | 6.6 | 4.7 | 3.8 | 3.4 | 3.2 | 3.0 | 2.8 |
| EV IT | 8.02 | 3.73 | 1.98 | 1.22 | 0.88 | 0.75 | 0.67 | 0.62 | 0.56 |
| PV IT | 43.5 | 20.2 | 10.7 | 6.6 | 4.8 | 4.1 | 3.6 | 3.3 | 3.1 |

EV WIT = Eigen value without iterations.

PV WIT = Per cent of variance without iterations.

EV IT = Eigen value with iterations.

PV IT = Per cent of variance with iterations.

^u Unsued factor due to high loading of only one item and other reasons mentioned on page 278.

^a Scores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

Table B16

Factor Pattern of Identification with Work Model
Questionnaire

| Item no. | Factors and loadings | |
|--------------------|----------------------|------|
| | 1 | 2 |
| 274 | .63 | -.05 |
| 275 | .77 | -.13 |
| 276 | .50 | .16 |
| 277 | .52 | .11 |
| 278 | .59 | -.02 |
| 279 | -.10 | .66 |
| 280 | .03 | .50 |
| Unclassified items | | |
| ----- | | |
| 281 | .25 | .45 |
| Eigen value WIT | 2.77 | 1.40 |
| % of variance WIT | 34.6 | 17.5 |
| Eigen value IT | 2.15 | 0.77 |
| % of variance IT | 73.7 | 26.3 |

WIT = Without iterations. IT = With iterations.

Table B17

Factor Pattern of Least Preferred Coworker Score
Questionnaire

| Item no. | Factors and loadings |
|-------------------|----------------------|
| | ----- 1 |
| 282 | .63 |
| 283 | .75 |
| 284 | .73 |
| 285 | .77 |
| 286 | .74 |
| 287 | .63 |
| 288 | .61 |
| 289 | .66 |
| 290 | .80 |
| 291 | .77 |
| 292 | .75 |
| 293 | .74 |
| 294 | .65 |
| 295 | .70 |
| 296 | .72 |
| 297 | .74 |
| Eigen value WIT | 8.62 |
| % of variance WIT | 53.9 |
| Eigen value IT | 8.14 |
| % of variance IT | 100.0 |

WIT = Without iterations. IT = With iterations.

Table B18

Factor Pattern of Locus of Control Questionnaire

| Item no. | Factors and loadings | |
|-------------------|----------------------|------|
| | 1 | 2 |
| 298 | .75 | .09 |
| 299 | .67 | -.09 |
| 300 | .07 | .69 |
| 301 | -.06 | .55 |
| Eigen value WIT | 1.51 | 1.37 |
| % of variance WIT | 37.9 | 34.4 |
| Eigen value IT | 1.02 | 0.78 |
| % of variance IT | 56.5 | 43.5 |

WIT = Without iterations. IT = With iterations.

Table B19

Factor Pattern of Need Questionnaire

| Item no. | Factors and loadings | | |
|--------------------|----------------------|----------------|----------------|
| | 1 | 2 ^u | 3 ^a |
| 302 | .64 | .01 | -.11 |
| 303 | .65 | -.15 | -.02 |
| 304 | .52 | .09 | -.04 |
| 305 | .07 | .02 | -.80 |
| 306 | .16 | .11 | -.53 |
| Unclassified items | | | |
| 307 | -.12 | .92 | -.11 |
| 308 | .37 | .33 | .24 |
| 309 | .48 | .02 | -.06 |
| 310 | .40 | .08 | -.29 |
| 311 | .24 | .27 | -.14 |
| Eigen value WIT | 3.54 | 1.25 | 1.00 |
| % of variance WIT | 35.4 | 12.5 | 10.0 |
| Eigen value IT | 2.98 | 0.83 | 0.52 |
| % of variance IT | 68.9 | 19.1 | 12.0 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to high loading of only one item.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

Table B20

Factor Pattern of Physical Attractiveness Questionnaire

| Item no. | Factors and loadings | |
|-----------------------------|----------------------|----------------|
| | 1 | 2 ^u |
| 312 | .82 | -.08 |
| 313 | .83 | -.08 |
| 314 | .76 | -.02 |
| 315 | .71 | .10 |
| Unclassified items ----- | | |
| 316 | -.04 | .73 |
| 317 | .46 | .14 |
| 318 | .44 | .54 |
| Eigen value WIT | 3.74 | 1.01 |
| % of variance WIT | 53.5 | 14.5 |
| Eigen value IT | 3.33 | 0.57 |
| % of variance IT | 85.5 | 14.5 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to high loading of only one item and other reasons mentioned on page 278.

Table B21

Factor Pattern of Preferences for Work Situations
Questionnaire

| Item no. | Factors and loadings | |
|--------------------|----------------------|----------------|
| | 1 | 2 ^a |
| 319 | .56 | .08 |
| 320 | .69 | .01 |
| 321 | .25 | -.59 |
| 322 | .04 | -.73 |
| 323 | -.08 | -.78 |
| Unclassified items | | |
| 324 | .49 | -.10 |
| 325 | .42 | -.16 |
| Eigen value WIT | 2.98 | 1.12 |
| % of variance WIT | 42.6 | 16.0 |
| Eigen value IT | 2.45 | 0.56 |
| % of variance IT | 81.4 | 18.6 |

WIT = Without iterations. IT = With iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

Table B22

Factor Pattern of Self-esteem Questionnaire

| Item no. | Factors and loadings | |
|--------------------|----------------------|------|
| | 1 | 2 |
| 326 | .64 | .09 |
| 327 | .79 | .15 |
| 328 | .75 | .07 |
| 329 | .68 | .10 |
| 330 | .51 | -.09 |
| 331 | .18 | .66 |
| 332 | .04 | .65 |
| Unclassified items | | |
| 333 | -.28 | .25 |
| Eigen value WIT | 3.08 | 1.47 |
| % of variance WIT | 38.5 | 18.3 |
| Eigen value IT | 2.59 | 0.86 |
| % of variance IT | 75.0 | 25.0 |

WIT = Without iterations. IT = With iterations.

Table B23

Factor Pattern of Behaviors Leading to Self-actualization
Questionnaire

| Item no. | Factors and loadings | |
|-----------------------------|----------------------|----------------|
| | 1 | 2 ^u |
| 346 | .60 | .02 |
| 347 | .53 | -.12 |
| 348 | .70 | .02 |
| 349 | .72 | -.01 |
| 350 | .64 | .04 |
| Unclassified items ----- | | |
| 351 | -.05 | .90 |
| 352 | .21 | .28 |
| 353 | .30 | .21 |
| 354 | .48 | .10 |
| Eigen value WIT | 3.43 | 1.05 |
| % of variance WIT | 38.1 | 11.7 |
| Eigen value IT | 2.84 | 0.62 |
| % of variance IT | 82.0 | 18.0 |

WIT = Without iterations. IT = With iterations.

^uUnused factor due to high loading of only one item.

Table B24

Factor Pattern of Behavioral Strategies Directed toward Coworkers
Questionnaire

| Item no. | Factors and loadings | | | | | | | |
|--------------------|----------------------|----------------|------|----------------|----------------|----------------|----------------|----------------|
| | 1 | 2 ^u | 3 | 4 ^u | 5 ^u | 6 ^u | 7 ^u | 8 ^u |
| 355 | .60 | -.06 | .00 | .08 | -.04 | .00 | .12 | .02 |
| 356 | .62 | -.11 | .06 | .05 | .07 | -.06 | .02 | .02 |
| 357 | .83 | .06 | .13 | .00 | -.03 | .06 | -.22 | .13 |
| 358 | .62 | .08 | .14 | .08 | -.01 | -.08 | -.14 | -.17 |
| 359 | .02 | -.06 | .59 | -.07 | .13 | -.06 | -.02 | .17 |
| 360 | -.01 | .02 | .50 | .12 | -.05 | .01 | -.03 | -.12 |
| Unclassified items | | | | | | | | |
| 361 | .02 | -.00 | .02 | .55 | .05 | -.12 | .08 | -.10 |
| 362 | -.11 | -.01 | .03 | .12 | .74 | .01 | -.03 | -.00 |
| 363 | -.06 | .08 | -.02 | .03 | -.06 | .64 | .11 | .10 |
| 364 | -.16 | .07 | .02 | .17 | .05 | .07 | .54 | -.01 |
| 365 | .12 | .10 | -.04 | .43 | -.03 | .17 | .16 | .33 |
| 366 | -.05 | -.04 | .10 | .49 | .09 | .10 | -.10 | .12 |
| 367 | .34 | -.28 | .06 | .38 | .14 | -.10 | .03 | -.08 |
| 368 | -.02 | .19 | -.15 | .36 | -.11 | .15 | .03 | -.15 |
| 369 | .18 | .08 | .36 | -.01 | -.25 | .13 | .12 | -.10 |
| 370 | -.02 | -.10 | .10 | .04 | .01 | .26 | .32 | -.24 |
| 371 | -.20 | .23 | .19 | -.05 | .02 | .02 | .28 | -.08 |
| 372 | .42 | .04 | -.03 | -.12 | .10 | .01 | .35 | .12 |
| 373 | .32 | .35 | -.04 | -.02 | .23 | .07 | .10 | -.05 |
| 374 | .07 | .33 | .12 | .22 | -.00 | .10 | .15 | -.03 |
| 375 | .25 | -.00 | .10 | .16 | .16 | -.25 | .20 | .08 |
| 376 | .25 | .19 | -.06 | .03 | .35 | -.08 | .23 | -.11 |
| 377 | -.19 | .41 | -.03 | .08 | .26 | .24 | .02 | .04 |
| 378 | .34 | .12 | .04 | .02 | .10 | .05 | .16 | -.30 |
| 379 | .13 | .03 | .06 | -.00 | .45 | .07 | .10 | .10 |
| 380 | .07 | .06 | -.05 | -.00 | .46 | .23 | .04 | -.21 |
| 381 | -.11 | .09 | .07 | .09 | .22 | .41 | -.11 | -.15 |
| 382 | .26 | -.02 | .01 | .03 | .17 | .39 | -.02 | -.07 |
| 383 | .49 | -.27 | .08 | -.04 | .12 | .02 | .09 | -.17 |
| 384 | .46 | -.21 | -.05 | .09 | .22 | .02 | .26 | -.08 |
| 385 | .16 | -.26 | .05 | .09 | .21 | .31 | .20 | .08 |
| 386 | .11 | .21 | .08 | .15 | .18 | -.04 | .07 | -.11 |

(table continues)

Table B24 (continued)

| Item no. | Factors and loadings | | | | | | | |
|-------------|----------------------|----------------|------|----------------|----------------|----------------|----------------|----------------|
| | 1 | 2 ^u | 3 | 4 ^u | 5 ^u | 6 ^u | 7 ^u | 8 ^u |
| EV WIT | 6.51 | 3.26 | 1.60 | 1.43 | 1.25 | 1.24 | 1.56 | 1.05 |
| PV WIT | 20.4 | 10.2 | 5.0 | 4.5 | 3.9 | 3.9 | 3.6 | 3.3 |
| EV IT | 5.94 | 2.70 | 0.96 | 0.79 | 0.65 | 0.62 | 0.55 | 0.46 |
| PV IT | 46.9 | 21.3 | 7.6 | 6.3 | 5.1 | 4.9 | 4.3 | 3.6 |

EV WIT = Eigen value without iterations.

PV WIT = Per cent of variance without iterations.

EV IT = Eigen value with iterations.

PV IT = Per cent of variance with iterations.

^uUnsued factor due to high loading of only one item and other reasons mentioned on page 278.

Table B25

Factor Pattern of Behavioral Strategies Directed toward
Subordinates Questionnaire

| Item no. | Factors and loadings | | | | | | | | | |
|--------------------|----------------------|----------------|----------------|------|----------------|----------------|----------------|----------------|------|------|
| | 1 ^u | 2 ^u | 3 ^u | 4 | 5 ^u | 6 ^u | 7 ^u | 8 ^a | 9 | 10 |
| 387 | -.03 | .05 | -.09 | .64 | -.01 | -.09 | .08 | -.14 | -.07 | .11 |
| 388 | .18 | -.02 | -.06 | .51 | -.01 | .06 | -.03 | -.01 | .02 | .27 |
| 389 | -.02 | -.01 | .02 | .73 | -.06 | .11 | .04 | .19 | .08 | -.02 |
| 390 | .10 | .07 | .12 | .57 | .14 | .04 | -.12 | .04 | .23 | -.07 |
| 391 | -.10 | -.06 | -.03 | .01 | -.16 | .24 | -.06 | -.62 | .08 | .01 |
| 392 | .25 | .12 | .07 | -.08 | .11 | -.09 | .09 | -.53 | -.00 | -.01 |
| 393 | .01 | -.04 | .05 | .11 | .00 | .03 | -.14 | .05 | .58 | .17 |
| 394 | .14 | -.01 | .06 | .05 | -.03 | -.02 | .03 | -.07 | .68 | .11 |
| Unclassified items | | | | | | | | | | |
| 395 | .56 | .01 | -.04 | .01 | .05 | -.02 | -.05 | -.13 | .11 | .12 |
| 396 | .03 | .50 | -.04 | .09 | .11 | -.03 | -.00 | -.18 | .01 | .21 |
| 397 | -.06 | .03 | -.99 | -.01 | .04 | .01 | .02 | .03 | -.03 | .05 |
| 398 | .01 | .06 | -.10 | .12 | -.55 | .03 | .07 | -.07 | .17 | .09 |
| 399 | -.02 | -.08 | .07 | .10 | .01 | .52 | .01 | -.03 | .02 | .06 |
| 400 | -.06 | .27 | -.06 | .12 | -.19 | .01 | .49 | -.07 | -.14 | -.03 |
| 401 | -.06 | .49 | -.06 | .06 | .07 | -.03 | .05 | .01 | .01 | -.06 |
| 402 | -.01 | .13 | -.07 | .14 | -.08 | .04 | -.03 | -.03 | .16 | .49 |
| 403 | .21 | .40 | .09 | -.05 | -.11 | .09 | .13 | -.04 | .01 | -.05 |
| 404 | -.05 | -.01 | -.01 | .20 | .23 | .11 | .09 | -.09 | .18 | -.02 |
| 405 | -.03 | .15 | -.07 | .08 | .35 | .21 | -.05 | .08 | .09 | .03 |
| 406 | .07 | .05 | -.13 | -.14 | .09 | .37 | -.01 | -.08 | -.10 | -.04 |
| 407 | .16 | -.30 | -.12 | .15 | -.03 | .07 | .22 | .07 | .23 | .19 |
| 408 | .37 | -.01 | -.14 | .13 | -.09 | -.01 | .12 | -.08 | .05 | -.03 |
| 409 | .33 | .14 | .07 | .06 | -.08 | .19 | .03 | .01 | .05 | -.02 |
| 410 | .24 | -.11 | -.02 | -.03 | .02 | .04 | .22 | -.04 | .01 | .45 |
| 411 | .34 | .11 | -.17 | .06 | .00 | .08 | .15 | -.12 | -.09 | -.44 |
| 412 | .30 | -.12 | -.14 | .31 | -.16 | -.01 | -.10 | -.14 | .09 | -.05 |
| 413 | .06 | -.01 | -.31 | -.06 | .04 | -.10 | .19 | -.02 | .32 | -.07 |
| 414 | .18 | .08 | -.36 | .12 | -.31 | .08 | -.23 | -.03 | -.01 | -.03 |
| 415 | .13 | .42 | -.10 | -.15 | -.23 | .04 | -.06 | .06 | .01 | -.10 |
| 416 | -.06 | .10 | -.15 | .06 | -.08 | -.01 | -.06 | -.17 | .38 | -.04 |
| 417 | -.04 | .10 | .07 | -.05 | -.32 | .28 | .28 | -.13 | .11 | -.18 |
| 418 | .22 | .04 | -.14 | -.03 | .05 | .13 | .17 | .04 | .20 | .06 |
| EV WIT | 5.84 | 3.27 | 1.57 | 1.42 | 1.37 | 1.25 | 1.12 | 1.10 | 1.02 | 1.01 |
| PV WIT | 18.3 | 10.2 | 4.9 | 4.4 | 4.3 | 3.9 | 3.5 | 3.4 | 3.2 | 3.1 |
| EV IT | 5.30 | 2.73 | 1.02 | 0.95 | 0.79 | 0.61 | 0.54 | 0.53 | 0.48 | 0.40 |
| PV IT | 39.7 | 20.4 | 7.7 | 7.1 | 5.9 | 4.6 | 4.0 | 4.0 | 3.6 | 3.0 |

(table continues)

Table B25 (continued)

| Item no. | Factors and loadings | | | | | | | | | |
|-------------|----------------------|----------------|----------------|---|----------------|----------------|----------------|----------------|---|----|
| | 1 ^u | 2 ^u | 3 ^u | 4 | 5 ^u | 6 ^u | 7 ^u | 8 ^a | 9 | 10 |

EV WIT = Eigen value without iterations.

PV WIT = Per cent of variance without iterations.

EV IT = Eigen value with iterations.

PV IT = Per cent of variance with iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

^uUnsued factor due to high loading of only one item and other reasons mentioned on page 278.

Table B26

Factor Pattern of Behavioral Strategies Directed toward Superiors
Questionnaire

| Item no. | Factors and loadings | | | | | | | |
|--------------------|----------------------|------|----------------|------|----------------|----------------|----------------|------|
| | 1 | 2 | 3 ^a | 4 | 5 ^a | 6 ^u | 7 ^u | 8 |
| 419 | .59 | -.10 | .06 | -.04 | -.15 | .18 | .25 | -.00 |
| 420 | .53 | -.18 | .09 | .23 | -.09 | .14 | -.02 | .04 |
| 421 | .60 | -.02 | -.02 | .19 | -.10 | -.02 | .20 | -.04 |
| 422 | .50 | -.03 | -.05 | .14 | -.04 | .03 | -.09 | .00 |
| 423 | .52 | .15 | .01 | -.08 | -.06 | .02 | -.15 | .20 |
| 424 | .53 | .03 | -.18 | .07 | -.10 | -.01 | -.13 | -.14 |
| 425 | .51 | .16 | -.09 | -.00 | .05 | -.04 | .05 | .20 |
| 426 | .09 | .55 | .01 | -.03 | -.10 | .04 | -.19 | -.05 |
| 427 | -.05 | .55 | -.29 | -.03 | .12 | -.01 | .05 | .11 |
| 428 | .07 | .02 | -.54 | .08 | -.07 | .04 | -.13 | .04 |
| 429 | -.04 | -.01 | -.80 | -.05 | -.21 | .08 | .11 | .00 |
| 430 | .03 | -.06 | -.11 | .55 | .04 | .10 | .02 | -.10 |
| 431 | -.04 | .11 | .05 | .52 | -.04 | -.02 | -.09 | .12 |
| 432 | -.09 | .05 | -.14 | .09 | -.57 | -.03 | -.01 | .06 |
| 433 | .04 | .00 | -.11 | -.05 | -.65 | -.11 | .08 | .08 |
| 434 | -.06 | -.01 | -.11 | .10 | -.09 | -.02 | .05 | .57 |
| 435 | .24 | -.14 | -.02 | -.11 | -.04 | .13 | -.08 | .53 |
| Unclassified items | | | | | | | | |
| 436 | -.07 | .07 | -.18 | .19 | -.03 | .56 | -.06 | .05 |
| 437 | .06 | .00 | .11 | .02 | -.42 | .28 | -.23 | .01 |
| 438 | .33 | -.02 | -.11 | .06 | -.41 | .13 | -.02 | -.17 |
| 439 | -.08 | .25 | .13 | -.06 | -.22 | .13 | .16 | .15 |
| 440 | .49 | -.09 | .14 | .03 | -.10 | .30 | .10 | -.05 |
| 441 | .16 | .09 | .15 | .31 | -.05 | -.05 | .16 | .08 |
| 442 | .04 | .49 | -.07 | .02 | -.13 | .04 | .27 | -.03 |
| 443 | -.01 | .46 | .02 | .12 | .01 | -.02 | -.00 | -.01 |
| 444 | .09 | .27 | .03 | .14 | -.14 | -.04 | -.14 | .29 |
| 445 | .42 | .16 | -.24 | -.06 | .04 | .03 | -.11 | .16 |
| 446 | .16 | .14 | -.43 | -.01 | -.04 | .04 | .06 | .19 |
| 447 | .48 | -.17 | -.01 | .01 | .07 | .38 | .10 | .12 |
| 448 | .45 | -.01 | -.13 | -.08 | .06 | .55 | .11 | -.01 |
| 449 | -.19 | .29 | .04 | .02 | -.04 | .34 | .04 | .30 |
| 450 | .29 | .10 | -.11 | -.05 | -.08 | .12 | -.17 | .10 |

(table continues)

Table B26 (continued)

| Item no. | Factors and loadings | | | | | | | |
|-------------|----------------------|------|----------------|------|----------------|----------------|----------------|------|
| | 1 | 2 | 3 ^a | 4 | 5 ^a | 6 ^u | 7 ^u | 8 |
| EV WIT | 7.29 | 3.09 | 1.75 | 1.47 | 1.32 | 1.50 | 1.09 | 1.04 |
| PV WIT | 22.8 | 9.7 | 5.5 | 4.6 | 4.1 | 3.6 | 3.4 | 3.3 |
| EV IT | 6.75 | 2.54 | 1.78 | 0.90 | 0.73 | 0.60 | 0.50 | 0.42 |
| PV IT | 49.6 | 18.7 | 8.6 | 6.6 | 5.3 | 4.4 | 3.7 | 3.1 |

EV WIT = Eigen value without iterations.

PV WIT = Per cent of variance without iterations.

EV IT = Eigen value with iterations.

PV IT = Per cent of variance with iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

^uUnsued factor due to high loading of only one item and other reasons mentioned on page 278.

Table B27

Factor Pattern of Quality Concern Questionnaire

| Item no. | Factors and loadings | | |
|--------------------|----------------------|------|----------------|
| | 1 | 2 | 3 ^a |
| 451 | .55 | .11 | -.18 |
| 452 | .71 | -.03 | -.08 |
| 453 | .81 | .10 | .16 |
| 454 | .78 | .00 | -.04 |
| 455 | .01 | .72 | .11 |
| 456 | .14 | .61 | .05 |
| 457 | -.05 | .63 | -.26 |
| 458 | .02 | .17 | -.52 |
| 459 | -.01 | .12 | -.68 |
| 460 | .04 | -.01 | -.80 |
| 461 | .11 | .02 | -.60 |
| Unclassified items | | | |
| 462 | .13 | .45 | -.24 |
| 463 | .00 | .47 | -.17 |
| 464 | .41 | .10 | -.21 |
| 465 | .37 | -.11 | -.41 |
| Eigen value WIT | 6.36 | 1.42 | 1.18 |
| % of variance WIT | 42.4 | 9.5 | 7.8 |
| Eigen value IT | 5.88 | 0.92 | 0.72 |
| % of variance IT | 78.2 | 12.2 | 9.6 |

WIT = Without iterations. IT = With iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

Table B28

Factor Pattern of Transactional Styles Questionnaire

| Item no. | Factors and loadings | |
|--------------------|----------------------|------|
| | 1 | 2 |
| 466 | .64 | .01 |
| 467 | .70 | -.01 |
| 468 | .66 | -.14 |
| 469 | .52 | .03 |
| 470 | -.06 | .58 |
| 471 | -.15 | .72 |
| 472 | .14 | .61 |
| 473 | .00 | .50 |
| Unclassified items | | |
| 474 | .36 | .34 |
| 475 | .34 | .37 |
| Eigen value WIT | 3.07 | 1.86 |
| % of variance WIT | 30.7 | 18.6 |
| Eigen value IT | 2.45 | 1.27 |
| % of variance IT | 65.9 | 34.1 |

WIT = Without iterations. IT = With iterations.

Table B29

Factor Pattern of Climate Questionnaire

| Item no. | Factors and loadings | | | |
|--------------------|----------------------|------|----------------|------|
| | 1 | 2 | 3 ^a | 4 |
| 476 | .65 | -.15 | -.09 | .02 |
| 477 | .52 | -.24 | .00 | -.04 |
| 478 | .65 | -.05 | -.02 | -.02 |
| 479 | .71 | .15 | -.08 | -.12 |
| 480 | .72 | .09 | -.02 | .07 |
| 481 | .77 | .17 | -.02 | -.04 |
| 482 | .85 | .03 | .04 | -.06 |
| 483 | .61 | -.06 | -.07 | .08 |
| 484 | .10 | .53 | -.23 | .18 |
| 485 | -.04 | .60 | .09 | -.08 |
| 486 | .20 | .10 | -.52 | .13 |
| 487 | .15 | .06 | -.62 | .20 |
| 488 | .13 | .05 | -.61 | .14 |
| 489 | .10 | .09 | -.72 | -.01 |
| 490 | .07 | .02 | -.70 | -.08 |
| 491 | -.04 | -.04 | -.76 | .10 |
| 492 | .05 | -.03 | -.63 | .08 |
| 493 | -.00 | .02 | -.65 | -.12 |
| 494 | -.06 | -.09 | -.05 | .78 |
| 495 | -.06 | .17 | -.18 | .50 |
| Unclassified items | | | | |
| ----- | | | | |
| 496 | .02 | .41 | -.20 | .28 |
| 497 | .06 | .05 | .32 | .29 |
| 498 | .15 | -.15 | -.34 | .02 |
| 499 | .33 | -.25 | -.26 | .12 |
| 500 | .24 | -.02 | -.47 | .16 |
| 501 | .24 | .13 | -.45 | .17 |
| 502 | .37 | .08 | -.45 | .13 |
| Eigen Value WIT | 10.01 | 2.35 | 1.56 | 1.23 |
| % of Variance WIT | 37.1 | 8.7 | 5.8 | 4.6 |
| Eigen Value IT | 9.54 | 1.80 | 1.03 | 0.69 |
| % of Variance IT | 73.0 | 13.8 | 7.9 | 5.3 |

WIT = Without iterations. IT = With iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

Table B30

Factor Pattern of Leader-Member Exchange Questionnaire

| Item no. | Factors and loadings |
|--------------------|----------------------|
| | ----- 1 |
| 503 | .73 |
| 504 | .50 |
| 505 | .74 |
| 506 | .68 |
| Unclassified items | |
| ----- | |
| 507 | .48 |
| 508 | .47 |
| Eigen value WIT | 2.82 |
| % of variance WIT | 46.9 |
| Eigen value IT | 2.24 |
| % of variance IT | 100.0 |

WIT = Without iterations. IT = With iterations.

Table B31

Factor Pattern of Organizational Effectiveness
Questionnaire

| Item no. | Factors and loadings |
|-------------------|----------------------|
| | ----- 1 |
| 509 | .75 |
| 510 | .84 |
| 511 | .80 |
| 512 | .65 |
| Eigen value WIT | 2.72 |
| % of variance WIT | 68.1 |
| Eigen value IT | 2.32 |
| % of variance IT | 100.0 |

WIT = Without iterations. IT = With iterations.

Table B32

Factor Pattern of Biographical Information Questionnaire

| Item no. | Factors and loadings | | | | | | | |
|--------------------|----------------------|----------------|----------------|------|------|----------------|----------------|----------------|
| | 1 | 2 ^u | 3 ^u | 4 | 5 | 6 ^u | 7 ^u | 8 ^u |
| 513 | .95 | -.11 | .10 | .01 | .08 | -.05 | .07 | .00 |
| 514 | .95 | -.11 | .09 | .02 | .08 | -.05 | .05 | .01 |
| 515 | .18 | -.08 | .17 | .72 | .29 | -.01 | -.03 | .17 |
| 516 | .16 | -.08 | .15 | .74 | .29 | .05 | .02 | .20 |
| 517 | -.22 | .01 | -.04 | .60 | -.04 | .00 | .01 | -.07 |
| 518 | .08 | -.02 | -.19 | .06 | .76 | .05 | -.14 | .04 |
| 519 | .11 | -.06 | -.20 | -.00 | .74 | .02 | -.18 | .08 |
| Unclassified items | | | | | | | | |
| 520 | .04 | -.54 | -.02 | .01 | .05 | .05 | .04 | .09 |
| 521 | .19 | -.05 | .80 | .00 | -.19 | .22 | -.15 | -.01 |
| 522 | -.19 | -.03 | .00 | .05 | .04 | .96 | .03 | .02 |
| 523 | .04 | -.05 | .18 | .43 | .13 | -.05 | -.08 | .15 |
| 524 | .32 | .47 | -.26 | .05 | -.14 | .01 | .04 | .69 |
| 525 | .53 | .12 | -.07 | .02 | .00 | .08 | -.11 | .46 |
| 526 | .02 | .32 | -.14 | .64 | .17 | -.00 | .19 | .29 |
| 527 | -.15 | -.09 | -.15 | -.14 | -.45 | .02 | .52 | -.15 |
| 528 | .23 | .18 | .16 | .12 | .35 | -.05 | -.44 | .20 |
| 529 | .00 | -.01 | .00 | -.00 | .34 | -.04 | .03 | -.03 |
| 530 | .10 | .12 | .03 | .33 | -.07 | .05 | -.22 | -.07 |
| 531 | .02 | -.17 | .05 | .19 | .23 | -.03 | .08 | .42 |
| 532 | -.00 | .01 | .03 | -.37 | .21 | -.11 | -.10 | -.02 |
| 533 | -.11 | .09 | .20 | -.36 | .28 | .04 | .12 | .14 |
| 534 | -.02 | -.03 | .00 | -.05 | .07 | .03 | -.33 | .01 |
| 535 | .79 | -.09 | .08 | .03 | .11 | .30 | .07 | -.00 |
| 536 | .10 | .04 | .10 | -.05 | .03 | .06 | .25 | -.04 |
| 537 | .30 | -.73 | .24 | -.05 | -.15 | .28 | -.20 | .04 |
| 538 | .16 | -.70 | -.48 | -.05 | .03 | .11 | -.06 | .03 |
| 539 | .28 | -.21 | -.05 | .07 | .14 | .06 | .22 | .05 |
| 540 | .49 | -.10 | -.09 | -.12 | .55 | .14 | -.12 | -.12 |
| 541 | .35 | .21 | .84 | -.01 | -.12 | .18 | .02 | -.01 |
| 542 | .43 | -.29 | -.69 | .04 | .21 | .13 | .05 | .01 |
| 543 | -.01 | -.05 | .18 | .02 | .02 | -.04 | .05 | .03 |
| 544 | -.05 | -.07 | .04 | -.01 | -.02 | .02 | -.05 | .20 |

(table continues)

Table B32 (continued)

| Item no. | Factors and loadings | | | | | | | |
|-------------|----------------------|----------------|----------------|------|------|----------------|----------------|----------------|
| | 1 | 2 ^u | 3 ^u | 4 | 5 | 6 ^u | 7 ^u | 8 ^u |
| EV WIT | 7.93 | 3.46 | 3.08 | 2.24 | 1.66 | 1.30 | 1.18 | 1.14 |
| PV WIT | 24.8 | 10.8 | 9.6 | 7.0 | 5.2 | 4.1 | 3.7 | 3.6 |
| EV IT | 7.74 | 3.21 | 2.93 | 1.84 | 1.36 | 0.76 | 0.61 | 0.52 |
| PV IT | 40.8 | 16.9 | 15.5 | 9.7 | 7.2 | 4.0 | 3.2 | 2.8 |

EV WIT = Eigen value without iterations.

PV WIT = Per cent of variance without iterations.

EV IT = Eigen value with iterations.

PV IT = Per cent of variance with iterations.

^uUnsued factor due to high loading of only one item and other reasons mentioned on page 278.

Table B33

Factor Pattern of Perceived Self-success Questionnaire

| Item no. | Factors and loadings |
|-------------------|----------------------|
| | ----- 1 |
| 545 | .75 |
| 546 | .60 |
| 547 | .74 |
| 548 | .54 |
| Eigen value WIT | 2.30 |
| % of variance WIT | 57.5 |
| Eigen value IT | 1.76 |
| % of variance IT | 100.0 |

WIT = Without iterations. IT = With iterations.

Table B34

Factor Pattern of Personal Effectiveness Questionnaire

| Item no. | Factors and loadings | | |
|-----------------------------|----------------------|------|------|
| | 1 | 2 | 3 |
| 549 | .93 | -.06 | -.02 |
| 550 | .68 | -.01 | .03 |
| 551 | -.03 | .79 | .01 |
| 552 | -.05 | .69 | -.00 |
| 553 | -.04 | -.04 | .75 |
| 554 | .02 | .01 | .71 |
| Unclassified items ----- | | | |
| 555 | .24 | .23 | .25 |
| 556 | .32 | .37 | -.01 |
| Eigen value WIT | 3.03 | 1.24 | 1.13 |
| % of variance WIT | 37.9 | 15.5 | 14.2 |
| Eigen value IT | 2.55 | .76 | .73 |
| % of variance IT | 63.2 | 18.8 | 18.0 |

WIT = Without iterations. IT = With iterations.

Appendix C

"Forced" Factor Analysis Results for the Sectors in the Conceptual Scheme

| Variables | Factor matrix | Factor score coefficients |
|-----------|---------------|---------------------------|
| Sector a | | |
| ----- | | |
| SCE | .61 | .20 |
| COPCE | .68 | .10 |
| SAE | .63 | .19 |
| COPAE | .76 | .36 |
| IEAE | .45 | .08 |
| SPSE | .46 | .11 |
| COPPSE | .60 | .15 |
| IESPWE | .09 | .05 |
| COPPWE | .52 | .10 |
| AIRPWE | .29 | .05 |
| CCPWM | .14 | .02 |
| PSES | .11 | .01 |
| Sector b | | |
| ----- | | |
| CV | .43 | .04 |
| OS | .56 | .05 |
| OPSA | .08 | .01 |
| EWL | .41 | .04 |
| CL | .45 | .05 |
| LP | .48 | .05 |
| JPS | .40 | .05 |
| PA | .61 | .07 |
| VCACB | .61 | .08 |
| VWBWPE | .38 | .03 |
| VFH | .41 | .03 |
| VIHH | .43 | .04 |
| VIIIL | .54 | .06 |
| WE | .60 | .07 |
| EAF | .09 | .01 |
| IAF | .03 | .00 |

(appendix continues)

Appendix C (continued)

| Variables | Factor matrix | Factor score coefficients |
|-----------|---------------|---------------------------|
| EAS | .20 | .02 |
| IAS | .52 | .05 |
| PS | .56 | .06 |
| CW | .54 | .05 |
| DCSP | .73 | .13 |
| DA | .50 | .05 |
| TG | -.17 | -.01 |
| RPG | .33 | .03 |
| SG | .37 | .03 |
| RNG | -.07 | -.01 |
| CCPFWM | .40 | .04 |
| SCSWM | .09 | .00 |
| LPCI | -.01 | -.01 |
| ILC | .46 | .04 |
| ELC | .10 | -.00 |
| n ach. | .59 | .07 |
| n power | .31 | .03 |
| OPA | .11 | .01 |
| LNSWS | .37 | .03 |
| HNSWS | .44 | .04 |
| PSC | .18 | .00 |
| SC | .50 | .04 |
| FEPF | .01 | .00 |
| FIPF | -.13 | -.01 |
| SAB | .60 | .07 |
| ODDSp | .04 | .00 |
| ISDSp | .46 | .06 |
| ADSp | .27 | .02 |
| NCTSp | .07 | .00 |
| OPOEDSp | .32 | .03 |
| RADSp | .32 | .03 |
| TPEDC | -.07 | .00 |
| NCTC | .03 | .01 |
| TPEDSb | -.03 | -.01 |
| EDDSb | .40 | .03 |
| NDCDSb | .01 | .01 |
| QTB | .48 | .04 |
| QSMd | .52 | .06 |
| QPM | .47 | .03 |
| NOKS | .16 | .02 |
| OKS | .65 | .08 |

(appendix continues)

Appendix C (continued)

| Variables | Factor matrix | Factor score coefficients |
|-----------|---------------|---------------------------|
| Sector c | | |
| ----- | | |
| SS | .82 | .46 |
| HC | .15 | .03 |
| CCL | .82 | .47 |
| D | .25 | .03 |
| LMX | .52 | .09 |
| Sector e | | |
| ----- | | |
| JPC | .53 | .28 |
| S | .39 | .16 |
| FS | .58 | .33 |
| PSSI | .38 | .16 |
| I | .35 | .16 |
| ECD | .29 | .13 |
| JP | .36 | .17 |

Appendix D

Factor Pattern of "Second Order" Factor Analysis

| Variables | Factors and loadings | | | | | | | | | | |
|-----------|----------------------|-------|-------|----------------|-------|----------------|-------|----------------|-------|-----------------|-----------------|
| | 1 | 2 | 3 | 4 ^a | 5 | 6 ^a | 7 | 8 ^u | 9 | 10 ^a | 11 ^a |
| PS | 0.50 | 0.04 | 0.18 | -0.08 | 0.03 | -0.00 | 0.03 | -0.05 | 0.05 | -0.19 | 0.04 |
| CW | 0.61 | 0.08 | -0.03 | 0.03 | 0.01 | 0.01 | -0.10 | -0.16 | -0.00 | -0.06 | -0.11 |
| WE | 0.51 | -0.10 | 0.01 | 0.06 | 0.14 | -0.06 | 0.05 | 0.04 | 0.02 | -0.02 | 0.03 |
| SC | 0.57 | -0.12 | 0.02 | 0.06 | -0.09 | 0.09 | 0.13 | 0.04 | 0.08 | 0.04 | -0.06 |
| ODDsp | 0.00 | 0.63 | -0.02 | -0.10 | -0.01 | 0.05 | 0.09 | -0.02 | -0.09 | 0.09 | 0.05 |
| TPEDC | 0.02 | 0.87 | -0.03 | 0.03 | -0.02 | -0.03 | 0.13 | 0.02 | -0.09 | 0.08 | -0.01 |
| TPEDSb | 0.00 | 0.92 | -0.02 | 0.05 | 0.04 | -0.06 | 0.06 | 0.01 | -0.01 | 0.07 | -0.01 |
| SS | 0.02 | 0.00 | 0.58 | 0.03 | -0.05 | -0.05 | 0.02 | 0.10 | 0.05 | -0.07 | -0.18 |
| CCL | 0.03 | -0.00 | 0.90 | -0.04 | 0.04 | -0.00 | 0.03 | -0.00 | -0.03 | 0.07 | -0.04 |
| OE | -0.00 | -0.07 | 0.84 | -0.02 | 0.02 | -0.02 | 0.04 | 0.00 | 0.07 | 0.04 | -0.03 |
| SCE | -0.06 | -0.04 | 0.05 | -0.86 | 0.01 | -0.01 | 0.01 | -0.02 | -0.04 | 0.02 | 0.02 |
| SAE | -0.04 | 0.07 | -0.00 | -0.78 | 0.11 | -0.00 | -0.01 | 0.05 | -0.02 | 0.02 | -0.19 |
| IEAE | 0.03 | -0.02 | -0.04 | -0.62 | 0.02 | -0.07 | -0.03 | -0.02 | 0.08 | -0.02 | -0.03 |
| EWL | -0.12 | -0.11 | 0.03 | -0.09 | 0.65 | 0.03 | -0.03 | 0.08 | -0.02 | -0.05 | -0.12 |
| JPS | -0.03 | 0.03 | 0.02 | -0.02 | 0.79 | 0.02 | 0.03 | -0.11 | -0.00 | -0.03 | 0.03 |
| COPPSE | 0.01 | -0.02 | 0.00 | 0.01 | 0.00 | -0.86 | 0.02 | 0.02 | -0.04 | 0.02 | -0.05 |
| COPWE | -0.08 | 0.04 | 0.05 | 0.07 | 0.00 | -0.83 | -0.03 | 0.05 | -0.02 | 0.08 | -0.09 |
| NCTSp | 0.01 | -0.01 | 0.11 | 0.00 | -0.03 | -0.00 | 0.99 | 0.07 | 0.06 | -0.00 | -0.03 |
| NCTC | -0.01 | 0.09 | -0.03 | 0.01 | 0.03 | 0.02 | 0.75 | -0.07 | -0.01 | -0.02 | -0.02 |
| JPC | -0.01 | -0.07 | 0.00 | -0.04 | 0.05 | 0.03 | 0.04 | 0.07 | 0.69 | 0.00 | 0.03 |
| FS | -0.04 | -0.03 | 0.04 | 0.07 | -0.05 | -0.02 | -0.04 | -0.00 | 0.69 | -0.01 | -0.09 |
| VCACB | 0.06 | -0.21 | 0.11 | -0.02 | 0.20 | -0.05 | -0.02 | 0.09 | -0.05 | -0.53 | -0.05 |
| VWBUE | 0.01 | -0.03 | -0.04 | -0.03 | 0.05 | 0.10 | 0.02 | 0.03 | 0.03 | -0.71 | -0.02 |

(appendix continues)

| Variables | Factors and loadings | | | | | | | | | | |
|--------------------|----------------------|-------|-------|----------------|-------|----------------|-------|----------------|-------|-----------------|-----------------|
| | 1 | 2 | 3 | 4 ^a | 5 | 6 ^a | 7 | 8 ^u | 9 | 10 ^a | 11 ^a |
| VFH | 0.12 | -0.12 | 0.08 | -0.05 | -0.01 | 0.06 | -0.07 | -0.05 | -0.01 | -0.53 | 0.01 |
| VIHH | -0.06 | -0.11 | -0.12 | 0.06 | 0.07 | 0.09 | 0.11 | -0.07 | 0.02 | -0.58 | -0.04 |
| VIII | -0.01 | -0.08 | 0.01 | -0.05 | 0.13 | -0.05 | 0.01 | -0.00 | -0.05 | -0.50 | 0.03 |
| SPSE | 0.07 | -0.05 | -0.05 | -0.19 | 0.03 | -0.12 | 0.01 | -0.01 | 0.01 | -0.03 | -0.68 |
| IESPWE | -0.04 | 0.07 | 0.08 | 0.13 | 0.07 | -0.04 | -0.02 | 0.01 | 0.13 | -0.10 | -0.60 |
| AIRPWE | -0.03 | 0.02 | 0.11 | -0.03 | -0.06 | -0.02 | 0.00 | -0.04 | -0.03 | 0.08 | -0.80 |
| QTB | 0.08 | 0.11 | 0.14 | -0.02 | -0.01 | 0.05 | -0.04 | -0.32 | 0.06 | -0.09 | -0.03 |
| QPM | 0.03 | 0.07 | 0.19 | -0.04 | 0.10 | -0.05 | -0.10 | -0.13 | 0.05 | -0.13 | 0.07 |
| EAF | -0.02 | -0.11 | -0.07 | -0.04 | 0.03 | 0.02 | 0.11 | -0.12 | -0.08 | 0.06 | 0.05 |
| IAF | -0.01 | 0.04 | 0.01 | 0.04 | 0.00 | 0.06 | -0.03 | -0.00 | 0.08 | 0.07 | -0.02 |
| Unclassified items | | | | | | | | | | | |
| ISDsp | 0.05 | -0.02 | -0.00 | -0.04 | -0.02 | 0.07 | 0.04 | 0.11 | 0.07 | -0.07 | -0.06 |
| OS | 0.08 | 0.01 | 0.02 | -0.00 | 0.54 | -0.04 | 0.03 | 0.06 | -0.00 | -0.18 | -0.02 |
| OPSA | -0.12 | 0.20 | 0.11 | -0.09 | 0.10 | -0.26 | 0.17 | 0.00 | -0.10 | 0.02 | 0.09 |
| CL | 0.07 | 0.07 | 0.01 | -0.00 | 0.49 | -0.09 | 0.04 | 0.10 | 0.02 | 0.02 | 0.11 |
| LP | 0.08 | 0.07 | -0.10 | -0.07 | 0.42 | -0.12 | 0.04 | 0.05 | 0.05 | 0.08 | -0.15 |
| PA | 0.22 | 0.12 | 0.08 | -0.08 | 0.30 | 0.00 | 0.06 | 0.02 | -0.01 | -0.33 | -0.04 |
| PSSI | 0.07 | 0.05 | 0.06 | 0.02 | 0.07 | -0.03 | -0.01 | 0.12 | 0.10 | -0.08 | -0.26 |
| ADSp | 0.06 | 0.14 | 0.03 | 0.00 | 0.02 | -0.10 | -0.02 | -0.08 | -0.12 | 0.02 | 0.02 |
| OCOEDSp | 0.01 | 0.14 | -0.00 | 0.02 | -0.01 | -0.19 | 0.05 | -0.22 | -0.00 | -0.12 | -0.06 |
| RADSp | -0.09 | 0.14 | -0.07 | -0.25 | -0.05 | -0.09 | 0.05 | -0.19 | 0.00 | -0.13 | 0.09 |
| EDDSb | -0.01 | 0.03 | 0.01 | -0.05 | 0.13 | 0.00 | 0.00 | -0.00 | 0.04 | 0.01 | -0.10 |
| NDCDSb | -0.08 | 0.47 | 0.00 | -0.08 | 0.03 | 0.03 | -0.03 | -0.10 | -0.04 | 0.06 | -0.11 |
| LMX | -0.09 | 0.17 | 0.32 | 0.05 | 0.04 | 0.02 | -0.13 | 0.26 | -0.03 | -0.23 | -0.14 |

(appendix continues)

| Variables | Factors and loadings | | | | | | | | | | |
|-----------|----------------------|-------|-------|----------------|-------|----------------|-------|----------------|-------|-----------------|-----------------|
| | 1 | 2 | 3 | 4 ^a | 5 | 6 ^a | 7 | 8 ^u | 9 | 10 ^a | 11 ^a |
| HC | -0.06 | -0.17 | 0.24 | 0.10 | 0.03 | 0.00 | 0.02 | -0.20 | -0.02 | 0.03 | -0.05 |
| D | -0.11 | 0.04 | 0.37 | 0.07 | -0.05 | -0.05 | -0.20 | -0.19 | 0.08 | 0.08 | 0.01 |
| I | -0.07 | -0.11 | 0.16 | -0.03 | -0.03 | -0.02 | 0.03 | 0.05 | 0.03 | 0.07 | -0.12 |
| ECD | 0.13 | -0.04 | 0.13 | -0.11 | 0.05 | 0.03 | -0.06 | -0.03 | -0.01 | -0.04 | -0.10 |
| JP | 0.02 | -0.11 | 0.15 | 0.01 | 0.18 | 0.03 | 0.13 | -0.04 | 0.02 | -0.06 | -0.14 |
| CCPUM | 0.13 | 0.05 | 0.11 | -0.22 | 0.08 | 0.03 | -0.01 | 0.06 | 0.01 | -0.16 | 0.11 |
| CCPFUM | 0.14 | -0.05 | 0.23 | -0.11 | 0.02 | 0.04 | -0.02 | 0.13 | 0.08 | -0.16 | 0.02 |
| SCSUM | -0.02 | 0.09 | 0.01 | 0.14 | -0.03 | -0.06 | 0.10 | -0.04 | -0.06 | -0.04 | 0.01 |
| TG | -0.02 | 0.14 | -0.03 | -0.16 | -0.13 | 0.01 | 0.16 | 0.12 | -0.04 | 0.00 | -0.05 |
| RPG | 0.07 | 0.10 | -0.10 | -0.07 | 0.06 | -0.01 | -0.01 | 0.33 | -0.04 | -0.09 | 0.05 |
| SG | 0.16 | 0.05 | 0.26 | 0.00 | 0.04 | 0.12 | -0.02 | -0.23 | -0.13 | -0.15 | -0.05 |
| RNG | 0.08 | 0.04 | -0.16 | -0.02 | -0.12 | -0.04 | 0.04 | 0.31 | -0.05 | 0.08 | -0.05 |
| CV | 0.46 | 0.02 | -0.06 | -0.11 | 0.08 | 0.01 | 0.00 | 0.21 | 0.10 | -0.11 | 0.03 |
| SAB | 0.25 | -0.15 | 0.00 | 0.01 | 0.12 | -0.02 | 0.02 | 0.03 | -0.00 | -0.20 | -0.00 |
| ILC | 0.25 | -0.01 | -0.01 | -0.15 | -0.03 | -0.11 | -0.03 | 0.03 | 0.03 | 0.00 | -0.21 |
| ELC | -0.03 | 0.03 | 0.01 | 0.06 | 0.22 | -0.07 | 0.11 | -0.10 | -0.07 | -0.10 | 0.13 |
| EAS | 0.06 | 0.06 | 0.14 | -0.03 | 0.03 | -0.09 | 0.12 | 0.09 | -0.05 | -0.05 | 0.07 |
| IAS | 0.35 | -0.04 | 0.09 | -0.07 | 0.15 | -0.03 | -0.03 | 0.10 | 0.01 | -0.05 | 0.02 |
| n-ach. | 0.23 | 0.06 | -0.04 | -0.05 | -0.01 | -0.12 | -0.10 | 0.10 | 0.09 | -0.06 | -0.04 |
| n-power | -0.03 | 0.15 | -0.05 | -0.01 | -0.03 | -0.15 | -0.07 | 0.25 | 0.05 | -0.05 | 0.05 |
| NOKS | -0.04 | 0.13 | 0.03 | 0.06 | -0.12 | -0.19 | 0.05 | 0.00 | -0.05 | 0.03 | 0.05 |
| OKS | 0.34 | -0.06 | 0.07 | -0.12 | 0.05 | -0.11 | 0.02 | -0.01 | 0.14 | -0.05 | 0.02 |
| OPA | 0.09 | 0.11 | 0.05 | 0.08 | 0.09 | -0.08 | 0.08 | 0.06 | 0.07 | -0.01 | 0.04 |
| PSC | 0.09 | -0.22 | -0.04 | -0.04 | 0.14 | 0.04 | -0.04 | -0.05 | -0.01 | 0.11 | -0.01 |
| QSD | 0.20 | 0.07 | 0.08 | -0.07 | 0.04 | 0.06 | -0.05 | -0.05 | -0.04 | -0.04 | -0.15 |

(appendix continues)

Appendix D (continued)

| Variables | Factors and loadings | | | | | | | | | | |
|-------------------|----------------------|-------|-------|----------------|-------|----------------|-------|----------------|-------|-----------------|-----------------|
| | 1 | 2 | 3 | 4 ^a | 5 | 6 ^a | 7 | 8 ^u | 9 | 10 ^a | 11 ^a |
| DCSP | 0.45 | -0.01 | 0.04 | 0.04 | 0.12 | 0.04 | -0.09 | -0.05 | -0.02 | -0.01 | -0.13 |
| DA | 0.09 | 0.02 | -0.11 | 0.09 | 0.20 | 0.02 | -0.02 | 0.18 | -0.05 | 0.01 | -0.13 |
| LNSUS | 0.20 | 0.01 | -0.00 | 0.07 | 0.15 | -0.06 | 0.09 | -0.03 | -0.01 | 0.08 | 0.08 |
| HNSUS | 0.19 | -0.03 | -0.01 | 0.06 | 0.16 | -0.07 | -0.03 | 0.05 | 0.01 | 0.12 | 0.01 |
| LPCI | -0.01 | 0.07 | 0.06 | 0.11 | -0.04 | -0.01 | 0.02 | -0.03 | 0.00 | 0.01 | 0.00 |
| FEPF | -0.06 | 0.01 | -0.01 | -0.05 | 0.05 | 0.09 | -0.02 | 0.24 | 0.07 | 0.28 | -0.04 |
| FIPF | 0.03 | -0.05 | 0.04 | 0.10 | 0.05 | 0.02 | -0.00 | -0.00 | -0.05 | 0.03 | 0.05 |
| S | 0.07 | 0.06 | -0.01 | -0.04 | -0.05 | 0.10 | 0.02 | -0.35 | 0.59 | 0.03 | 0.07 |
| PSES | -0.12 | -0.04 | -0.07 | -0.16 | -0.12 | -0.01 | 0.03 | 0.29 | -0.09 | -0.01 | 0.05 |
| COPCE | 0.04 | -0.09 | -0.02 | -0.38 | 0.03 | -0.42 | 0.02 | -0.21 | -0.02 | 0.00 | 0.02 |
| COPAE | 0.06 | -0.02 | -0.06 | -0.27 | -0.01 | -0.67 | 0.10 | -0.11 | -0.03 | -0.01 | 0.01 |
| Eigen Value WIT | 11.30 | 7.01 | 3.78 | 3.44 | 3.07 | 2.37 | 2.20 | 2.07 | 1.90 | 1.73 | 1.59 |
| % of Variance WIT | 13.8 | 8.5 | 4.6 | 4.2 | 3.7 | 2.9 | 2.7 | 2.5 | 2.3 | 2.1 | 1.9 |
| Eigen Value IT | 10.85 | 6.62 | 3.39 | 3.11 | 2.63 | 1.93 | 1.82 | 1.66 | 1.47 | 1.31 | 1.81 |
| % of Variance IT | 24.3 | 14.9 | 7.6 | 7.0 | 5.9 | 4.3 | 4.1 | 3.7 | 3.3 | 2.9 | 2.7 |

(appendix continues)

Appendix D (continued)

| Variables | Factors and loadings | | | | | | | | | | | |
|-----------|----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------|-----------------|-----------------|-----------------|-----------------|--|
| | 12 ^u | 13 ^a | 14 ^u | 15 ^u | 16 ^u | 17 ^u | 18 | 19 ^u | 20 ^u | 21 ^u | 22 ^u | |
| PS | -0.07 | -0.13 | -0.01 | -0.00 | -0.05 | 0.07 | -0.03 | -0.11 | -0.15 | 0.07 | 0.11 | |
| CW | -0.06 | -0.01 | -0.06 | -0.01 | 0.15 | -0.03 | 0.05 | -0.08 | 0.18 | 0.02 | -0.04 | |
| WE | -0.05 | -0.05 | 0.11 | 0.14 | -0.07 | -0.01 | -0.06 | 0.16 | -0.04 | -0.10 | -0.02 | |
| SC | -0.15 | -0.01 | 0.11 | -0.11 | -0.00 | -0.20 | 0.01 | 0.05 | -0.05 | -0.05 | 0.06 | |
| ODDsp | -0.17 | -0.03 | -0.03 | 0.01 | 0.07 | -0.03 | -0.01 | -0.23 | 0.06 | -0.01 | 0.03 | |
| TPEDC | 0.06 | -0.01 | -0.03 | 0.11 | -0.05 | 0.01 | 0.01 | 0.01 | 0.01 | 0.03 | -0.01 | |
| TPEDSb | -0.02 | -0.01 | 0.03 | -0.01 | -0.02 | 0.05 | 0.00 | 0.16 | -0.03 | 0.05 | -0.06 | |
| SS | -0.22 | 0.01 | -0.06 | -0.03 | -0.08 | -0.03 | 0.05 | -0.05 | 0.04 | -0.05 | -0.14 | |
| CCL | -0.01 | -0.06 | -0.01 | -0.01 | 0.03 | 0.03 | -0.03 | -0.10 | -0.00 | -0.01 | 0.00 | |
| OE | 0.07 | -0.07 | 0.07 | -0.07 | 0.06 | -0.02 | -0.01 | 0.01 | -0.06 | 0.03 | -0.05 | |
| SCE | 0.00 | -0.07 | -0.03 | 0.05 | 0.00 | -0.06 | 0.04 | -0.10 | 0.01 | 0.05 | 0.11 | |
| SAE | -0.09 | -0.05 | 0.04 | 0.07 | -0.01 | 0.13 | -0.08 | 0.12 | -0.06 | 0.15 | 0.04 | |
| IEAE | 0.02 | 0.09 | -0.00 | 0.07 | -0.07 | 0.04 | 0.03 | 0.06 | -0.01 | -0.23 | -0.01 | |
| EWL | -0.02 | 0.00 | 0.05 | -0.11 | 0.05 | -0.03 | 0.08 | -0.01 | 0.20 | 0.03 | -0.01 | |
| JPS | 0.06 | 0.02 | 0.03 | -0.03 | -0.05 | 0.06 | -0.00 | -0.03 | -0.03 | -0.00 | -0.07 | |
| COPPSE | 0.04 | -0.02 | 0.02 | 0.03 | -0.04 | 0.04 | -0.03 | -0.02 | -0.01 | 0.00 | 0.05 | |
| COPPWE | -0.07 | 0.09 | -0.02 | 0.03 | -0.03 | 0.06 | -0.06 | 0.05 | -0.01 | -0.10 | 0.07 | |
| NCTSp | -0.01 | 0.07 | -0.07 | 0.06 | -0.03 | -0.06 | 0.01 | 0.05 | 0.02 | 0.06 | 0.04 | |
| NCTC | 0.06 | -0.00 | 0.03 | -0.00 | 0.03 | 0.03 | -0.02 | 0.08 | 0.02 | -0.03 | 0.01 | |
| JPC | -0.06 | 0.05 | -0.03 | -0.08 | -0.05 | -0.03 | 0.02 | -0.03 | -0.11 | -0.03 | 0.01 | |
| FS | 0.01 | -0.04 | -0.04 | 0.09 | 0.03 | 0.00 | 0.13 | 0.00 | 0.19 | 0.15 | 0.09 | |
| VCACB | -0.05 | 0.14 | 0.09 | 0.12 | 0.18 | -0.06 | -0.01 | -0.04 | -0.05 | -0.09 | 0.13 | |
| VUBWPE | 0.02 | 0.02 | 0.07 | -0.05 | 0.03 | -0.03 | -0.16 | -0.03 | 0.06 | -0.02 | -0.06 | |

(appendix continues)

| Variables | Factors and loadings | | | | | | | | | | | |
|--------------------|----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------|-----------------|-----------------|-----------------|-----------------|--|
| | 12 ^u | 13 ^a | 14 ^u | 15 ^u | 16 ^u | 17 ^u | 18 | 19 ^u | 20 ^u | 21 ^u | 22 ^u | |
| VFH | -0.02 | -0.04 | -0.12 | 0.16 | -0.02 | -0.02 | 0.02 | -0.15 | -0.10 | 0.03 | -0.07 | |
| VIHH | -0.21 | -0.13 | 0.07 | -0.08 | -0.08 | 0.02 | 0.01 | 0.07 | 0.11 | -0.03 | 0.00 | |
| VIIIL | -0.06 | -0.08 | -0.08 | 0.26 | 0.08 | -0.02 | 0.05 | 0.11 | -0.05 | -0.03 | 0.08 | |
| SPSE | -0.05 | 0.02 | -0.04 | 0.06 | -0.02 | 0.00 | -0.12 | -0.12 | -0.01 | 0.10 | 0.09 | |
| IESPWE | 0.08 | 0.05 | -0.03 | 0.03 | -0.02 | 0.07 | 0.05 | 0.09 | -0.11 | -0.20 | -0.07 | |
| AIRPWE | -0.06 | -0.01 | 0.02 | -0.03 | 0.04 | 0.00 | 0.06 | -0.00 | 0.01 | 0.04 | -0.04 | |
| QTB | -0.01 | -0.54 | -0.18 | 0.15 | 0.01 | -0.08 | 0.02 | 0.10 | 0.15 | -0.04 | 0.08 | |
| QPM | -0.06 | -0.58 | 0.03 | 0.07 | -0.10 | 0.08 | -0.02 | 0.11 | 0.13 | -0.02 | 0.13 | |
| EAF | -0.15 | 0.07 | 0.10 | 0.05 | 0.06 | 0.03 | 0.56 | -0.09 | -0.12 | 0.07 | -0.13 | |
| IAF | 0.08 | 0.00 | -0.04 | -0.01 | -0.03 | -0.00 | 0.57 | 0.04 | 0.05 | -0.01 | 0.08 | |
| Unclassified items | | | | | | | | | | | | |
| ISDSp | -0.74 | -0.07 | -0.02 | -0.10 | -0.06 | -0.03 | -0.06 | 0.06 | 0.04 | 0.03 | -0.09 | |
| OS | -0.13 | -0.00 | -0.01 | 0.00 | -0.09 | 0.01 | 0.02 | 0.14 | -0.05 | 0.02 | 0.30 | |
| OPSA | -0.06 | 0.01 | -0.06 | -0.01 | 0.01 | -0.18 | -0.11 | -0.30 | -0.00 | -0.06 | -0.10 | |
| CL | -0.10 | -0.03 | 0.03 | 0.10 | 0.09 | -0.12 | -0.16 | -0.07 | -0.06 | 0.03 | 0.10 | |
| LP | 0.01 | -0.08 | -0.19 | 0.01 | 0.04 | -0.15 | 0.11 | 0.04 | -0.07 | -0.13 | -0.03 | |
| PA | -0.05 | -0.07 | -0.10 | 0.01 | -0.16 | -0.13 | -0.05 | -0.06 | -0.14 | 0.01 | 0.16 | |
| PSSI | 0.06 | -0.11 | 0.14 | -0.02 | -0.03 | -0.29 | -0.09 | -0.01 | 0.23 | -0.07 | 0.01 | |
| ADSp | -0.46 | 0.11 | 0.08 | 0.03 | -0.03 | 0.03 | 0.11 | -0.13 | 0.08 | -0.06 | 0.14 | |
| OCOEDSp | -0.33 | 0.02 | 0.01 | 0.07 | 0.10 | 0.05 | 0.04 | -0.03 | 0.01 | -0.08 | 0.05 | |
| RADSp | -0.22 | -0.13 | -0.00 | -0.09 | -0.02 | -0.22 | 0.11 | -0.11 | 0.08 | -0.25 | 0.02 | |
| EDDSb | -0.38 | -0.02 | 0.04 | -0.01 | 0.23 | -0.07 | 0.06 | 0.19 | -0.22 | 0.06 | -0.10 | |
| NDCDSb | -0.09 | 0.09 | 0.09 | -0.03 | 0.23 | -0.04 | -0.02 | -0.29 | 0.04 | -0.03 | 0.00 | |
| LMX | -0.08 | -0.06 | -0.14 | -0.07 | -0.20 | -0.04 | 0.06 | -0.03 | 0.08 | -0.02 | -0.32 | |

(appendix continues)

Appendix D (continued)

| Variables | Factors and loadings | | | | | | | | | | | |
|-----------|----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------|-----------------|-----------------|-----------------|-----------------|--|
| | 12 ^u | 13 ^a | 14 ^u | 15 ^u | 16 ^u | 17 ^u | 18 | 19 ^u | 20 ^u | 21 ^u | 22 ^u | |
| HC | 0.08 | 0.07 | 0.31 | 0.04 | 0.02 | 0.03 | -0.06 | 0.17 | 0.06 | 0.08 | -0.02 | |
| D | 0.10 | 0.07 | 0.09 | 0.09 | -0.02 | -0.02 | -0.09 | 0.12 | 0.08 | 0.06 | 0.16 | |
| I | -0.03 | -0.34 | -0.12 | 0.05 | 0.09 | -0.00 | -0.03 | -0.02 | 0.16 | -0.28 | -0.01 | |
| ECD | -0.04 | -0.20 | -0.06 | -0.10 | -0.00 | -0.01 | -0.02 | 0.22 | -0.02 | -0.03 | -0.18 | |
| JP | -0.05 | -0.12 | 0.15 | -0.08 | -0.07 | -0.12 | -0.01 | 0.12 | 0.13 | -0.22 | -0.05 | |
| CCPUM | -0.05 | 0.12 | -0.15 | -0.11 | 0.16 | -0.01 | 0.04 | 0.11 | 0.09 | -0.07 | 0.05 | |
| CCPFUM | -0.03 | 0.20 | -0.06 | 0.01 | 0.46 | 0.07 | 0.10 | 0.26 | 0.17 | -0.16 | -0.04 | |
| SCSUM | -0.00 | -0.01 | 0.02 | 0.01 | 0.40 | -0.01 | 0.02 | -0.07 | -0.06 | -0.12 | -0.01 | |
| TG | 0.12 | -0.13 | 0.12 | -0.14 | 0.17 | 0.46 | 0.12 | -0.13 | -0.00 | 0.02 | 0.02 | |
| RPG | -0.15 | 0.04 | 0.47 | 0.17 | 0.13 | -0.03 | -0.00 | -0.04 | -0.05 | 0.01 | -0.06 | |
| SG | 0.09 | 0.07 | 0.09 | 0.16 | -0.04 | -0.32 | 0.11 | -0.02 | -0.07 | -0.10 | 0.03 | |
| RNG | 0.05 | -0.11 | 0.12 | -0.15 | 0.20 | 0.31 | 0.06 | -0.10 | -0.02 | -0.12 | 0.04 | |
| CV | 0.06 | 0.05 | -0.05 | -0.03 | 0.11 | 0.17 | 0.09 | -0.01 | 0.08 | -0.09 | -0.03 | |
| SAB | -0.08 | -0.07 | 0.04 | 0.21 | -0.24 | 0.03 | 0.03 | 0.04 | -0.06 | -0.29 | -0.11 | |
| ILC | -0.03 | 0.01 | 0.04 | 0.07 | -0.07 | -0.12 | -0.02 | -0.06 | 0.07 | -0.30 | -0.08 | |
| ELC | 0.03 | -0.13 | 0.05 | -0.03 | -0.02 | 0.23 | 0.02 | -0.27 | -0.12 | -0.08 | -0.23 | |
| EAS | -0.09 | -0.01 | 0.37 | -0.03 | -0.14 | 0.10 | 0.15 | -0.14 | 0.18 | -0.01 | -0.11 | |
| IAS | 0.03 | 0.02 | 0.12 | -0.10 | -0.07 | -0.13 | 0.25 | 0.11 | 0.16 | -0.10 | 0.06 | |
| n-ach. | -0.03 | -0.24 | 0.10 | 0.06 | 0.12 | -0.17 | 0.12 | 0.16 | -0.16 | -0.19 | -0.05 | |
| n-power | -0.03 | -0.16 | 0.22 | -0.02 | 0.21 | -0.31 | 0.20 | -0.04 | -0.27 | -0.06 | -0.06 | |
| NOKS | -0.17 | -0.17 | 0.09 | -0.03 | 0.16 | -0.05 | 0.15 | -0.29 | -0.20 | -0.15 | -0.03 | |
| OKS | -0.10 | -0.09 | -0.08 | 0.09 | 0.11 | 0.08 | 0.02 | 0.10 | -0.06 | -0.32 | -0.06 | |
| OPA | 0.00 | -0.01 | 0.02 | 0.00 | 0.03 | 0.10 | 0.05 | -0.48 | -0.09 | -0.09 | -0.06 | |
| PSC | -0.09 | 0.11 | 0.07 | 0.05 | -0.05 | -0.01 | -0.07 | 0.47 | -0.01 | -0.15 | 0.10 | |
| QSMD | 0.00 | -0.38 | 0.07 | 0.12 | 0.01 | 0.00 | 0.07 | 0.15 | 0.22 | -0.07 | 0.02 | |

(appendix continues)

| Variables | Factors and loadings | | | | | | | | | | | |
|-------------------|----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------|-----------------|-----------------|-----------------|-----------------|--|
| | 12 ^u | 13 ^a | 14 ^u | 15 ^u | 16 ^u | 17 ^u | 18 | 19 ^u | 20 ^u | 21 ^u | 22 ^u | |
| DCSP | -0.13 | -0.29 | 0.07 | 0.16 | -0.00 | -0.04 | 0.09 | 0.14 | -0.06 | -0.02 | 0.02 | |
| DA | -0.06 | -0.26 | 0.14 | 0.14 | 0.23 | -0.32 | -0.02 | -0.01 | -0.05 | -0.01 | 0.06 | |
| LNSUS | -0.16 | -0.14 | -0.08 | 0.16 | 0.17 | -0.00 | 0.08 | 0.09 | 0.33 | 0.07 | -0.04 | |
| HNSUS | -0.23 | -0.14 | -0.00 | 0.20 | 0.20 | 0.01 | 0.06 | 0.12 | -0.12 | 0.01 | -0.10 | |
| LPCI | -0.03 | 0.05 | 0.07 | 0.11 | 0.00 | 0.03 | -0.03 | 0.06 | -0.00 | -0.01 | -0.43 | |
| FEPP | -0.08 | 0.00 | 0.02 | 0.13 | 0.05 | -0.12 | -0.04 | -0.09 | 0.09 | -0.06 | -0.08 | |
| FIPP | -0.06 | 0.03 | -0.05 | -0.45 | 0.00 | 0.04 | -0.00 | 0.02 | -0.02 | 0.01 | 0.08 | |
| S | 0.04 | -0.03 | 0.15 | 0.13 | 0.02 | 0.09 | -0.16 | -0.16 | -0.13 | -0.08 | -0.15 | |
| PSES | -0.04 | -0.10 | -0.12 | 0.27 | -0.03 | 0.11 | 0.21 | 0.07 | 0.08 | 0.17 | 0.11 | |
| COPCE | 0.10 | -0.10 | 0.00 | -0.13 | 0.11 | -0.15 | 0.03 | -0.07 | 0.08 | 0.31 | -0.25 | |
| COPAE | 0.09 | -0.04 | 0.02 | -0.11 | 0.09 | -0.15 | -0.02 | 0.08 | 0.11 | 0.32 | -0.25 | |
| Eigen Value WIT | 1.53 | 1.51 | 1.37 | 1.33 | 1.28 | 1.24 | 1.23 | 1.20 | 1.11 | 1.07 | 1.04 | |
| % of Variance WIT | 1.9 | 1.8 | 1.7 | 1.6 | 1.6 | 1.5 | 1.5 | 1.5 | 1.4 | 1.3 | 1.3 | |
| Eigen Value IT | 1.06 | 1.04 | 0.89 | 0.85 | 0.79 | 0.77 | 0.73 | 0.69 | 0.64 | 0.58 | 0.56 | |
| % of Variance IT | 2.4 | 2.3 | 2.0 | 1.9 | 1.8 | 1.7 | 1.6 | 1.6 | 1.4 | 1.3 | 1.3 | |

WIT = Without iterations. IT = With iterations.

^aScores of the respondents on this factor were reverse coded for further use in order to compensate for negative salient loadings.

^uUnused factor due to high loading of only one item and other reasons mentioned on page 278.

Appendix E

Intercorrelations, Means, Standard Deviations, Standardized
Cronbach's Alphas, and Number of Items
Pertaining to Variables

| Sl.no. | Variables | 1 | 2 | 3 | 4 | 5 | 6 |
|--------------|-----------|-------|------|-------|------|------|-------|
| 1 | SCE | 1.00 | | | | | |
| 2 | COPCE | .46 | 1.00 | | | | |
| 3 | SAE | .71 | .33 | 1.00 | | | |
| 4 | COPAE | .34 | .81 | .35 | 1.00 | | |
| 5 | IEAE | .54 | .20 | .49 | .21 | 1.00 | |
| 6 | SPSE | .24 | .19 | .40 | .22 | .24 | 1.00 |
| 7 | COPPSE | .18 | .42 | .18 | .62 | .14 | .28 |
| 8 | IESPWE | -.09 | -.10 | .04 | -.08 | .09 | .37 |
| 9 | COPPWE | .10 | .30 | .15 | .50 | .11 | .21 |
| 10 | AIRPWE | .09 | .09 | .24 | .10 | .06 | .55 |
| 11 | CCPWM | .23 | .03 | .20 | .05 | .19 | .07 |
| 12 | PSES | .24 | .01 | .23 | .05 | .05 | .04 |
| 13 | CV | .13 | -.03 | .16 | -.02 | .24 | .07 |
| 14 | OS | .13 | -.04 | .22 | -.05 | .18 | .21 |
| 15 | OPSA | .17 | .29 | .08 | .36 | .03 | .06 |
| 16 | EWL | .18 | .09 | .26 | .08 | .15 | .20 |
| 17 | CL | .11 | .11 | .13 | .15 | .08 | .13 |
| 18 | LP | .18 | .12 | .24 | .17 | .18 | .22 |
| 19 | JPS | .09 | .11 | .13 | .07 | .09 | .09 |
| 20 | PA | .19 | .06 | .21 | .02 | .15 | .18 |
| 21 | VCACB | .10 | -.00 | .14 | -.03 | .17 | .14 |
| 22 | VWBWPE | .05 | -.03 | .07 | -.06 | .12 | .09 |
| 23 | VFH | .13 | .00 | .06 | -.07 | .16 | .08 |
| 24 | VIHH | .04 | -.06 | .07 | -.05 | .07 | .07 |
| 25 | VIIIL | .17 | .03 | .18 | .00 | .19 | .11 |
| 26 | WE | .01 | -.06 | .09 | -.02 | .08 | .11 |
| <hr/> | | | | | | | |
| Mean | | 25.41 | 5.13 | 22.53 | 5.58 | 6.51 | 22.86 |
| SD | | 7.78 | 2.18 | 5.01 | 1.94 | 1.76 | 4.71 |
| Alpha | | .89 | .74 | .82 | .71 | .76 | .81 |
| No. of items | | 9 | 2 | 7 | 2 | 2 | 7 |
| <hr/> | | | | | | | |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 1 | 2 | 3 | 4 | 5 | 6 |
|--------|-----------|-----|-----|-----|-----|-----|-----|
| 27 | EAF | 04 | 09 | -02 | 13 | 05 | -12 |
| 28 | IAF | 02 | -05 | -06 | -13 | 03 | -07 |
| 29 | EAS | 02 | 10 | 05 | 13 | 01 | -03 |
| 30 | IAS | 13 | 04 | 11 | 01 | 20 | 06 |
| 31 | PS | 12 | 04 | 13 | 03 | 11 | 13 |
| 32 | CW | 08 | 09 | 06 | 06 | 13 | 18 |
| 33 | DCSP | 07 | -00 | 14 | -02 | 17 | 20 |
| 34 | DA | 06 | 01 | 09 | 06 | 04 | 17 |
| 35 | TG | 10 | 09 | 12 | 11 | 00 | -03 |
| 36 | RPG | 06 | -00 | 09 | 06 | 09 | 04 |
| 37 | SG | 01 | -03 | -05 | -06 | 02 | 08 |
| 38 | RNG | 01 | -01 | 01 | 01 | 02 | -04 |
| 39 | CCPFWM | 12 | -01 | 16 | -01 | 17 | 06 |
| 40 | SCSWM | -09 | 02 | -09 | 08 | -06 | -04 |
| 41 | LPCI | -19 | 05 | -13 | 03 | -08 | -03 |
| 42 | ILC | 14 | 07 | 20 | 12 | 29 | 27 |
| 43 | ELC | -05 | 12 | -08 | 12 | -07 | -17 |
| 44 | n-ach. | 15 | 06 | 15 | 06 | 21 | 14 |
| 45 | n-power | 08 | 11 | 07 | 17 | 03 | 03 |
| 46 | OPA | -01 | 05 | -07 | 05 | -08 | -01 |
| 47 | LNSWS | 11 | 13 | 07 | 15 | 02 | 04 |
| 48 | HNSWS | 05 | 07 | 09 | 09 | 06 | 10 |
| 49 | PSC | -05 | -19 | 07 | -15 | 16 | 06 |
| 50 | SC | -05 | -08 | -01 | -07 | 07 | 13 |
| 51 | FEPE | 02 | -04 | 08 | -04 | 01 | 06 |
| 52 | FIPF | -09 | -02 | -12 | -04 | -08 | -12 |
| 53 | SAB | 02 | -11 | 05 | -09 | 21 | 12 |
| 54 | TPEDC | 02 | 05 | 02 | 15 | -07 | -04 |
| 55 | NCTC | -01 | 06 | -02 | 14 | -01 | -06 |
| 56 | TPEDSb | -05 | 05 | 04 | 17 | -08 | -04 |
| 57 | EDDSb | 05 | 10 | 20 | 11 | 06 | 14 |
| 58 | NDCDSb | 05 | 13 | 05 | 16 | -00 | 09 |
| 59 | ODDSp | 14 | 12 | 08 | 13 | -04 | 03 |
| 60 | ISDSp | 11 | -02 | 17 | -02 | 11 | 18 |
| 61 | ADSp | 07 | 06 | 03 | 09 | 04 | 04 |
| 62 | NCTSp | 02 | 08 | 00 | 18 | 00 | 02 |
| 63 | OCOEDSp | 09 | 11 | 09 | 17 | 02 | 09 |
| 64 | RADSp | 29 | 22 | 17 | 19 | 19 | 07 |
| 65 | QTB | 17 | 05 | 16 | -02 | 14 | 19 |
| 66 | QSMD | 15 | 03 | 21 | 04 | 15 | 21 |
| 67 | QPM | 14 | 07 | 19 | 05 | 09 | 16 |
| 68 | NOKS | 03 | 12 | -04 | 18 | -01 | -00 |
| 69 | OKS | 14 | 02 | 19 | 04 | 30 | 18 |
| 70 | SS | 00 | 03 | 05 | 04 | 08 | 22 |
| 71 | HC | -17 | -01 | -10 | 00 | -15 | -00 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 1 | 2 | 3 | 4 | 5 | 6 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 72 | CCL | 04 | 05 | 02 | 01 | 03 | 11 |
| 73 | D | -12 | -08 | -11 | -08 | -02 | -02 |
| 74 ^a | HL | 08 | 06 | 10 | 02 | 11 | 14 |
| 75 ^a | IC | -06 | -14 | -04 | -16 | -02 | -11 |
| 76 | LMX | -01 | -01 | 06 | -01 | 05 | 14 |
| 77 ^a | OPSO | -07 | 03 | -08 | 06 | -09 | 07 |
| 78 ^a | OPtSO | -08 | -02 | -11 | 02 | -12 | 03 |
| 79 ^a | OFSO | -10 | -04 | -10 | -02 | -09 | 10 |
| 80 ^a | O | -19 | -16 | -18 | -11 | -12 | 05 |
| 81 ^a | TS | -03 | 01 | -01 | 01 | 03 | 03 |
| 82 | OE | 00 | 05 | -01 | 04 | -01 | 10 |
| 83 | JPC | -01 | -07 | 03 | -13 | 11 | 06 |
| 84 | S | -11 | -02 | -12 | -10 | 05 | -02 |
| 85 ^b | FS | 02 | -07 | 01 | -09 | 05 | 10 |
| 86 ^b | CCS | 09 | -04 | 07 | -04 | 05 | 09 |
| 87 | PSSI | 06 | 03 | 11 | 06 | 11 | 30 |
| 88 | I | 10 | 04 | 05 | -01 | 12 | 20 |
| 89 | ECD | 09 | 07 | 20 | 06 | 16 | 18 |
| 90 ^b | JP | 03 | -03 | 06 | 01 | 11 | 19 |
| 91 ^b | GS | -07 | -03 | -06 | -01 | -01 | 18 |
| 92 ^b | JS | -12 | -02 | -12 | -01 | -00 | 15 |
| 93 ^b | OJS | -02 | -04 | -01 | -00 | -01 | 18 |
| 94 ^c | SF1: CHSA | 05 | -01 | 10 | -00 | 13 | 17 |
| 95 ^c | SF2: MBS | 06 | 09 | 05 | 16 | -06 | -01 |
| 96 ^c | SF3: DCO | 02 | 05 | 03 | 03 | 05 | 17 |
| 97 ^c | SF4: SIEE | 95 | 43 | 88 | 37 | 65 | 33 |
| 98 ^c | SF5: DJSA | 16 | 11 | 24 | 09 | 14 | 17 |
| 99 ^c | SF6: OPCPE | 15 | 38 | 17 | 59 | 13 | 26 |
| 100 ^c | SF7: NCTBS | 01 | 07 | -01 | 17 | -00 | -02 |
| 101 ^c | SF8: JMI | 02 | -07 | 01 | -09 | 05 | 10 |
| 102 ^c | SF9: RV | 13 | -01 | 15 | -05 | 20 | 14 |
| 103 ^c | SF10: SAPE | 14 | 11 | 32 | 14 | 19 | 88 |
| 104 ^c | SF11: TBPC | 17 | 07 | 19 | 01 | 13 | 19 |
| 105 ^c | SF12: AF | 04 | 03 | -05 | 01 | 05 | -12 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 7 | 8 | 9 | 10 | 11 | 12 |
|--------------|-----------|------|-------|------|------|------|------|
| 7 | COPPSE | 1.00 | | | | | |
| 8 | IESPWE | .02 | 1.00 | | | | |
| 9 | COPPWE | .76 | .13 | 1.00 | | | |
| 10 | AIRPWE | .12 | .52 | .20 | 1.00 | | |
| 11 | CCPWM | -.04 | .02 | -.01 | -.02 | 1.00 | |
| 12 | PSES | -.00 | -.13 | -.01 | -.06 | -.01 | 1.00 |
| 13 | CV | .01 | .06 | -.07 | -.01 | .24 | .03 |
| 14 | OS | .05 | .13 | .03 | -.03 | .22 | -.02 |
| 15 | OPSA | .34 | -.05 | .35 | .03 | .01 | -.07 |
| 16 | EWL | .04 | .10 | .04 | .16 | .23 | -.05 |
| 17 | CL | .14 | .02 | .14 | -.05 | .17 | -.03 |
| 18 | LP | .18 | .23 | .13 | .22 | .19 | -.01 |
| 19 | JPS | .06 | .06 | .02 | -.03 | .08 | -.14 |
| 20 | PA | .05 | .14 | .01 | .03 | .15 | -.08 |
| 21 | VCACB | .02 | .15 | .00 | .04 | .26 | -.07 |
| 22 | VWBWPE | -.13 | .11 | -.14 | -.02 | .17 | -.09 |
| 23 | VFH | -.04 | .06 | -.12 | -.03 | .15 | -.08 |
| 24 | VIHH | -.12 | .09 | -.14 | -.01 | .13 | -.04 |
| 25 | VIIIL | .03 | .11 | -.02 | -.02 | .22 | .06 |
| 26 | WE | .04 | .15 | -.00 | .06 | .13 | -.11 |
| 27 | EAF | .04 | -.13 | .01 | -.06 | .03 | .14 |
| 28 | IAF | -.07 | .01 | -.07 | .01 | .06 | .14 |
| 29 | EAS | .16 | -.01 | .11 | .06 | .03 | -.01 |
| 30 | IAS | -.01 | .14 | -.03 | .11 | .23 | -.04 |
| 31 | PS | .05 | .08 | -.01 | .02 | .25 | -.07 |
| 32 | CW | .02 | .13 | -.01 | .13 | .22 | -.11 |
| 33 | DCSP | .02 | .25 | -.02 | .23 | .14 | -.02 |
| 34 | DA | .08 | .16 | .07 | .17 | .04 | -.02 |
| 35 | TG | .10 | -.07 | .06 | -.04 | -.01 | .19 |
| 36 | RPG | .11 | -.01 | .08 | .02 | .02 | .08 |
| 37 | SG | -.04 | .15 | -.07 | .09 | .11 | -.16 |
| 38 | RNG | .10 | -.05 | .07 | -.01 | -.03 | .11 |
| 39 | CCPFWM | -.06 | .21 | -.04 | .12 | .41 | .06 |
| 40 | SCSWM | .12 | -.02 | .11 | -.03 | -.01 | -.02 |
| 41 | LPCI | .04 | .11 | .05 | .03 | -.07 | -.12 |
| 42 | ILC | .13 | .28 | .14 | .26 | .07 | -.06 |
| 43 | ELC | .15 | -.02 | .09 | -.12 | -.06 | -.12 |
| 44 | n-ach. | .13 | .23 | .10 | .18 | .09 | -.02 |
| 45 | n-power | .18 | .04 | .17 | .08 | .07 | .04 |
| 46 | OPA | .14 | -.01 | .12 | -.05 | -.04 | -.03 |
| Mean | | 5.87 | 10.44 | 5.75 | 9.23 | 7.09 | 7.01 |
| SD | | 1.97 | 2.52 | 2.15 | 2.89 | 1.49 | 3.30 |
| Alpha | | .67 | .73 | .69 | .79 | .78 | .84 |
| No. of items | | 2 | 3 | 2 | 3 | 2 | 3 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 7 | 8 | 9 | 10 | 11 | 12 |
|-----------------|-----------|-----|-----|-----|-----|-----|-----|
| 47 | LNSWS | 10 | -08 | 09 | 04 | 09 | 08 |
| 48 | HNSWS | 16 | 02 | 12 | 08 | 01 | -03 |
| 49 | PSC | -13 | 09 | -06 | 03 | 07 | -00 |
| 50 | SC | -07 | 09 | -09 | 06 | 14 | -15 |
| 51 | FEPF | -03 | 04 | 02 | 07 | -05 | 03 |
| 52 | FIPF | -08 | -05 | -07 | -07 | 01 | -12 |
| 53 | SAB | -03 | 28 | -03 | 00 | 12 | -02 |
| 54 | TPEDC | 22 | -03 | 23 | 04 | -09 | 05 |
| 55 | NCTC | 12 | -02 | 08 | -04 | -02 | -06 |
| 56 | TPEDSb | 19 | 01 | 23 | 09 | -04 | -01 |
| 57 | EDDSb | 05 | 16 | 08 | 15 | 08 | -04 |
| 58 | NDCDSb | 16 | -03 | 19 | 10 | -03 | -05 |
| 59 | ODDSb | 17 | -09 | 17 | -02 | 04 | 03 |
| 60 | ISDSp | -01 | 09 | 02 | 18 | 18 | -01 |
| 61 | ADSp | -13 | 00 | 17 | 03 | 04 | 05 |
| 62 | NCTSp | 13 | -06 | 09 | -01 | 04 | 01 |
| 63 | OCOEDSp | 23 | 07 | 25 | 13 | 04 | -07 |
| 64 | RADSp | 19 | -06 | 13 | 04 | 13 | -05 |
| 65 | QTB | 01 | 17 | -06 | 20 | 08 | 10 |
| 66 | QSMD | -00 | 22 | -02 | 24 | 15 | 03 |
| 67 | QPM | 06 | 11 | 02 | 12 | 19 | 00 |
| 68 | NOKS | 28 | -03 | 25 | -01 | -07 | -04 |
| 69 | OKS | 07 | 20 | 10 | 13 | 22 | -05 |
| 70 | SS | 04 | 32 | 10 | 38 | 13 | -12 |
| 71 | HC | -04 | 07 | -04 | 11 | -13 | -18 |
| 72 | CCL | 07 | 23 | 11 | 28 | 08 | -15 |
| 73 | D | -04 | 08 | 00 | 10 | -05 | -15 |
| 74 ^a | HL | -03 | 17 | -03 | 10 | -01 | -00 |
| 75 ^a | IC | -16 | -11 | -15 | -12 | 07 | 16 |
| 76 | LMX | 00 | 27 | 02 | 26 | 09 | -05 |
| 77 ^a | OPSO | 05 | 02 | 06 | 12 | 03 | -08 |
| 78 ^a | OPtSO | 02 | -02 | 05 | 08 | 03 | -02 |
| 79 ^a | OFSO | -01 | 06 | 02 | 12 | 07 | -05 |
| 80 ^a | O | -05 | 11 | -03 | 11 | -10 | 01 |
| 81 ^a | TS | 04 | 01 | 04 | 04 | 10 | -04 |
| 82 | OE | 04 | 28 | 04 | 23 | 06 | -19 |
| 83 | JPC | -18 | 16 | -15 | 04 | 07 | -08 |
| 84 | S | -10 | 09 | -11 | -06 | -09 | -30 |
| 85 ^b | FS | -10 | 18 | -10 | 13 | -03 | 06 |
| 86 ^b | CCS | -06 | 13 | -04 | 15 | 01 | 22 |
| 87 | PSSI | 04 | 30 | 06 | 32 | 06 | -10 |
| 88 | I | 04 | 22 | 07 | 27 | 11 | 08 |
| 89 | ECD | -00 | 17 | -02 | 18 | 13 | -05 |
| 90 ^b | JP | 04 | 27 | 01 | 18 | 13 | -21 |
| 91 ^b | GS | 05 | 28 | 07 | 31 | -17 | -01 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 7 | 8 | 9 | 10 | 11 | 12 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 92 ^b | JS | 03 | 38 | 07 | 32 | -16 | -04 |
| 93 ^b | OJS | 06 | 16 | 05 | 25 | -15 | 02 |
| 94 ^c | SF1: CHSA | 01 | 16 | -03 | 09 | 24 | -14 |
| 95 ^c | SF2: MBS | 21 | -05 | 22 | 03 | -02 | 03 |
| 96 ^c | SF3: DCO | 06 | 31 | 10 | 35 | 11 | -16 |
| 97 ^c | SF4: SIEE | 19 | -03 | 14 | 15 | 24 | 24 |
| 98 ^c | SF5: DJSA | 05 | 09 | 03 | 09 | 19 | -10 |
| 99 ^c | SF6: OPCPE | 93 | 08 | 94 | 18 | -03 | -01 |
| 100 ^c | SF7: NCTBS | 13 | -04 | 09 | -02 | 01 | -03 |
| 101 ^c | SF8: JMI | -10 | 18 | -10 | 13 | -03 | 06 |
| 102 ^c | SF9: RV | -05 | 15 | -10 | -01 | 26 | -05 |
| 103 ^c | SF10: SAPE | 21 | 70 | 23 | 82 | 04 | -04 |
| 104 ^c | SF11: TBPC | 04 | 16 | -02 | 18 | 15 | 06 |
| 105 ^c | SF12: AF | -02 | -08 | -04 | -04 | 05 | 17 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 13 | 14 | 15 | 16 | 17 | 18 |
|--------------|-----------|-------|-------|------|-------|-------|------|
| 13 | CV | 1.00 | | | | | |
| 14 | OS | 22 | 1.00 | | | | |
| 15 | OPSA | -10 | -06 | 1.00 | | | |
| 16 | EWL | 18 | 42 | 06 | 1.00 | | |
| 17 | CL | 12 | 40 | 22 | 30 | 1.00 | |
| 18 | LP | 24 | 33 | 19 | 31 | 31 | 1.00 |
| 19 | JPS | 13 | 46 | 14 | 50 | 42 | 36 |
| 20 | PA | 21 | 56 | 13 | 30 | 37 | 36 |
| 21 | VCACB | 26 | 47 | -03 | 36 | 28 | 22 |
| 22 | VWBWPE | 21 | 29 | -05 | 21 | 14 | 03 |
| 23 | VFH | 16 | 22 | -03 | 12 | 11 | 07 |
| 24 | VIHH | 09 | 34 | -06 | 22 | 13 | 10 |
| 25 | VIIIL | 14 | 39 | 02 | 27 | 19 | 25 |
| 26 | WE | 30 | 34 | -10 | 16 | 26 | 22 |
| 27 | EAF | 07 | -05 | 08 | 01 | 01 | 07 |
| 28 | IAF | 08 | 01 | -14 | 05 | -08 | 02 |
| 29 | EAS | 09 | 05 | 22 | 10 | 07 | 05 |
| 30 | IAS | 31 | 33 | -04 | 28 | 18 | 25 |
| 31 | PS | 36 | 26 | 03 | 14 | 25 | 20 |
| 32 | CW | 33 | 18 | 02 | 15 | 15 | 22 |
| 33 | DCSP | 27 | 43 | -09 | 24 | 24 | 31 |
| 34 | DA | 16 | 24 | 10 | 27 | 37 | 31 |
| 35 | TG | 13 | -18 | 09 | -11 | -10 | -10 |
| 36 | RPG | 19 | 13 | 17 | 10 | 29 | 16 |
| 37 | SG | 06 | 18 | 01 | 08 | 16 | 11 |
| 38 | RNG | 22 | -12 | 01 | -09 | -07 | -00 |
| 39 | CCPFWM | 36 | 18 | -12 | 21 | 08 | 15 |
| 40 | SCSWM | 02 | -07 | 21 | -05 | 11 | 07 |
| 41 | LPCI | -07 | -14 | 08 | -03 | -01 | -06 |
| 42 | ILC | 26 | 13 | 07 | 15 | 16 | 32 |
| 43 | ELC | 07 | -00 | 30 | 02 | 10 | 07 |
| 44 | n-ach. | 28 | 18 | 02 | 13 | 20 | 36 |
| 45 | n-power | 11 | 07 | 27 | 04 | 19 | 25 |
| 46 | OPA | 09 | -05 | 34 | -01 | 14 | 06 |
| 47 | LNSWS | 22 | 18 | 17 | 17 | 22 | 23 |
| 48 | HNSWS | 23 | 16 | 15 | 10 | 26 | 30 |
| 49 | PSC | 03 | 24 | -32 | 15 | 06 | 08 |
| 50 | SC | 28 | 24 | -11 | 12 | 13 | 19 |
| 51 | FEPF | 01 | -05 | 04 | 09 | 09 | 10 |
| 52 | FIPF | -05 | 03 | -01 | 01 | -06 | -04 |
| <hr/> | | | | | | | |
| Mean | | 16.68 | 16.93 | 7.24 | 15.88 | 11.20 | 7.75 |
| SD | | 3.12 | 2.65 | 3.11 | 2.78 | 2.78 | 1.62 |
| Alpha | | .74 | .80 | .78 | .75 | .86 | .66 |
| No. of items | | 5 | 4 | 3 | 4 | 3 | 2 |
| <hr/> | | | | | | | |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 13 | 14 | 15 | 16 | 17 | 18 |
|-----------------|-----------|-----|-----|-----|-----|-----|-----|
| 53 | SAB | 24 | 34 | -04 | 17 | 20 | 21 |
| 54 | TPEDC | -02 | -14 | 40 | -18 | 09 | 08 |
| 55 | NCTC | 02 | 02 | 22 | 00 | 10 | 03 |
| 56 | TPEDSb | -04 | -10 | 38 | -11 | 10 | 08 |
| 57 | EDDSb | 14 | 23 | 03 | 18 | 25 | 24 |
| 58 | NDCDSb | -07 | -08 | 37 | 01 | 13 | 07 |
| 59 | ODDSb | -02 | -08 | 45 | -10 | 16 | 10 |
| 60 | ISDSp | 19 | 22 | 10 | 19 | 21 | 20 |
| 61 | ADSp | 05 | 15 | 22 | 09 | 22 | 07 |
| 62 | NCTSp | 06 | 08 | 27 | 06 | 09 | 09 |
| 63 | OCOEDSp | 08 | 14 | 24 | 06 | 15 | 16 |
| 64 | RADSp | 11 | 12 | 32 | 09 | 07 | 23 |
| 65 | QTB | 22 | 21 | -00 | 12 | 14 | 23 |
| 66 | QSMd | 19 | 20 | -06 | 24 | 10 | 26 |
| 67 | QPM | 10 | 26 | -00 | 20 | 17 | 17 |
| 68 | NOKS | 03 | -10 | 34 | -11 | 19 | 10 |
| 69 | OKS | 41 | 26 | 02 | 14 | 25 | 33 |
| 70 | SS | 08 | 14 | 10 | 16 | 04 | 15 |
| 71 | HC | -13 | -02 | -16 | 03 | -10 | -17 |
| 72 | CCL | -00 | 09 | 14 | 17 | 07 | 07 |
| 73 | D | -23 | -05 | -12 | -05 | -12 | -15 |
| 74 ^a | HL | 09 | -04 | -08 | -03 | 02 | 10 |
| 75 ^a | IC | -03 | 04 | -22 | 10 | -09 | -06 |
| 76 | LMX | 06 | 06 | 10 | 21 | 00 | 13 |
| 77 ^a | OPSO | -01 | -01 | 08 | 07 | 07 | -03 |
| 78 ^a | OPtSO | -04 | -03 | 04 | 06 | -01 | -06 |
| 79 ^a | OFSO | -01 | 03 | 04 | 12 | 06 | -03 |
| 80 ^a | O | -03 | -09 | -11 | -06 | -09 | -09 |
| 81 ^a | TS | 04 | 09 | -07 | 11 | 02 | -01 |
| 82 | OE | 01 | 09 | 08 | 17 | 05 | 01 |
| 83 | JPC | 13 | 03 | -14 | 04 | 03 | 09 |
| 84 | S | -03 | -16 | -02 | -18 | -01 | -05 |
| 85 ^b | FS | 10 | 00 | -21 | 03 | -08 | 03 |
| 86 ^b | CCS | 11 | 06 | -23 | 09 | -12 | 04 |
| 87 | PSSI | 12 | 13 | 06 | 24 | 19 | 20 |
| 88 | I | 09 | 05 | 04 | 13 | 08 | 19 |
| 89 | ECD | 13 | 17 | -07 | 20 | 05 | 16 |
| 90 ^b | JP | 09 | 30 | -05 | 34 | 17 | 17 |
| 91 ^b | GS | -12 | -50 | -04 | -37 | -34 | -23 |
| 92 ^b | JS | -12 | -36 | -00 | -41 | -26 | -23 |
| 93 ^b | OJS | -10 | -54 | -06 | -29 | -35 | -20 |
| 94 ^c | SF1: HSA | 42 | 36 | -06 | 20 | 28 | 28 |
| 95 ^c | SF2: MBS | -03 | -11 | 46 | -14 | 14 | 09 |
| 96 ^c | SF3: DCO | 04 | 13 | 13 | 19 | 06 | 10 |
| 97 ^c | SF4: SIEE | 17 | 19 | 13 | 23 | 12 | 23 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 13 | 14 | 15 | 16 | 17 | 18 |
|------------------|------------|-----|-----|-----|----|-----|----|
| 98 ^c | SF5: DJSA | 18 | 51 | 11 | 90 | 40 | 38 |
| 99 ^c | SF6: OPCPE | -03 | 04 | 37 | 04 | 15 | 16 |
| 100 ^c | SF7: NCTBS | 04 | 06 | 26 | 03 | 10 | 07 |
| 101 ^c | SF8: JMI | 10 | 00 | -21 | 03 | -08 | 03 |
| 102 ^c | SF9: RV | 24 | 47 | -03 | 33 | 24 | 19 |
| 103 ^c | SF10: SAPE | 06 | 15 | 03 | 20 | 06 | 27 |
| 104 ^c | SF11: TBPC | 18 | 26 | -00 | 18 | 18 | 23 |
| 105 ^c | SF12: AF | 09 | -03 | -03 | 04 | -04 | 05 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 19 | 20 | 21 | 22 | 23 | 24 |
|--------------|-----------|-------|-------|-------|-------|------|------|
| 19 | JPS | 1.00 | | | | | |
| 20 | PA | 36 | 1.00 | | | | |
| 21 | VCACB | 28 | 50 | 1.00 | | | |
| 22 | VUBWPE | 25 | 38 | 47 | 1.00 | | |
| 23 | VFH | 17 | 39 | 43 | 42 | 1.00 | |
| 24 | VIHH | 22 | 35 | 42 | 51 | 35 | 1.00 |
| 25 | VIIIL | 21 | 37 | 55 | 37 | 45 | 40 |
| 26 | WE | 24 | 34 | 34 | 19 | 23 | 21 |
| 27 | EAF | 04 | -04 | 03 | -10 | -00 | 04 |
| 28 | IAF | -07 | -05 | -04 | -15 | -03 | -02 |
| 29 | EAS | 09 | 05 | 10 | 11 | -02 | 10 |
| 30 | IAS | 20 | 32 | 32 | 12 | 18 | 18 |
| 31 | PS | 17 | 46 | 32 | 25 | 32 | 25 |
| 32 | CW | 16 | 25 | 26 | 13 | 25 | 18 |
| 33 | DCSP | 18 | 40 | 36 | 15 | 28 | 27 |
| 34 | DA | 17 | 24 | 28 | 04 | 11 | 08 |
| 35 | TG | -13 | -16 | -17 | -12 | -09 | -10 |
| 36 | RPG | 12 | 09 | 21 | 08 | -01 | 05 |
| 37 | SG | 18 | 26 | 27 | 23 | 24 | 14 |
| 38 | RNG | -13 | -13 | -09 | -13 | -16 | -13 |
| 39 | CCPFWM | 10 | 12 | 35 | 18 | 12 | 17 |
| 40 | SCSWM | 01 | -03 | 05 | -05 | -03 | -02 |
| 41 | LPCI | -01 | -10 | -06 | -00 | 03 | -00 |
| 42 | ILC | 10 | 22 | 26 | 11 | 11 | 13 |
| 43 | ELC | 22 | 06 | 07 | 07 | 11 | 09 |
| 44 | n-ach. | 13 | 24 | 27 | 17 | 18 | 13 |
| 45 | n-power | 04 | 10 | 10 | 00 | 03 | -04 |
| 46 | OPA | 11 | 07 | -01 | 00 | 03 | -01 |
| 47 | LNSWS | 13 | 15 | 10 | 05 | 06 | 06 |
| 48 | HNSWS | 16 | 15 | 16 | 03 | 09 | 04 |
| 49 | PSC | 12 | 07 | 22 | 08 | 02 | 09 |
| 50 | SC | 08 | 27 | 26 | 15 | 12 | 22 |
| 51 | FEPF | -08 | -09 | -07 | -20 | -11 | -16 |
| 52 | FIPF | 04 | -06 | -08 | 03 | -10 | 08 |
| 53 | SAB | 27 | 38 | 39 | 24 | 35 | 37 |
| 54 | TPEDC | -03 | -02 | -27 | -20 | -20 | -20 |
| 55 | NCTC | 11 | 03 | -04 | 05 | -06 | 08 |
| 56 | TPEDSb | 02 | 01 | -24 | -17 | -22 | -16 |
| 57 | EDDSb | 16 | 20 | 23 | 05 | 08 | 11 |
| 58 | NDCDSb | -02 | -02 | -08 | -10 | -12 | -14 |
| Mean | | 12.17 | 15.72 | 16.90 | 11.87 | 8.05 | 8.43 |
| SD | | 2.16 | 2.92 | 2.43 | 2.45 | 1.35 | 1.31 |
| Alpha | | .70 | .83 | .81 | .78 | .63 | .71 |
| No. of items | | 3 | 4 | 4 | 3 | 2 | 2 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 19 | 20 | 21 | 22 | 23 | 24 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 59 | ODDSb | 00 | 09 | -17 | -15 | -07 | -15 |
| 60 | ISDSp | 11 | 24 | 22 | 16 | 16 | 30 |
| 61 | ADSp | 07 | 13 | 13 | -01 | 02 | 07 |
| 62 | NCTSp | 11 | 08 | 03 | 03 | -07 | 11 |
| 63 | OCOEDSp | 14 | 19 | 15 | 07 | 13 | 15 |
| 64 | RADSp | 08 | 26 | 11 | 11 | 13 | 16 |
| 65 | QTB | 08 | 32 | 17 | 13 | 21 | 20 |
| 66 | QSMD | 10 | 26 | 18 | 15 | 20 | 20 |
| 67 | QPM | 20 | 28 | 20 | 16 | 24 | 28 |
| 68 | NOKS | -04 | 00 | 02 | -08 | -01 | -05 |
| 69 | OKS | 17 | 36 | 39 | 22 | 22 | 19 |
| 70 | SS | 12 | 24 | 21 | 15 | 18 | 18 |
| 71 | HC | 06 | -11 | 09 | -04 | -06 | 05 |
| 72 | CCL | 17 | 21 | 20 | 09 | 16 | 05 |
| 73 | D | -05 | -13 | -05 | -06 | -07 | -12 |
| 74 ^a | HL | 01 | 06 | -01 | -00 | 06 | 02 |
| 75 ^a | IC | -04 | -13 | -13 | -08 | 03 | -03 |
| 76 | LMX | 10 | 22 | 13 | 22 | 19 | 15 |
| 77 ^a | OPSO | 04 | 01 | 14 | 13 | 06 | 02 |
| 78 ^a | OPtSO | -02 | -06 | 05 | 06 | 01 | -03 |
| 79 ^a | OFSO | 04 | -00 | 13 | 10 | 06 | 03 |
| 80 ^a | O | -10 | -15 | -02 | 01 | 02 | -06 |
| 81 ^a | TS | 04 | 04 | 15 | 08 | 09 | 08 |
| 82 | OE | 10 | 14 | 17 | 10 | 15 | 04 |
| 83 | JPC | 04 | 03 | 06 | 02 | 07 | 06 |
| 84 | S | 02 | 02 | -08 | 06 | 05 | -02 |
| 85 | FS | -09 | -05 | -05 | -01 | 04 | -00 |
| 86 ^b | CCS | -13 | -09 | -02 | -07 | -01 | -02 |
| 87 | PSSI | 11 | 22 | 24 | 17 | 10 | 13 |
| 88 | I | 01 | 09 | 10 | 04 | 05 | 10 |
| 89 | ECD | 10 | 19 | 13 | 18 | 21 | 14 |
| 90 | JP | 24 | 29 | 27 | 22 | 12 | 31 |
| 91 ^b | GS | -44 | -36 | -27 | -11 | -12 | -16 |
| 92 ^b | JS | -45 | -21 | -20 | -07 | -07 | -11 |
| 93 ^b | OJS | -38 | -42 | -28 | -13 | -15 | -18 |
| 94 ^c | SF1: CHSA | 23 | 44 | 40 | 24 | 31 | 28 |
| 95 ^c | SF2: MBS | 00 | 04 | -24 | -19 | -16 | -18 |
| 96 ^c | SF3: DCO | 16 | 24 | 22 | 13 | 19 | 11 |
| 97 ^c | SF4: SIEE | 12 | 21 | 14 | 07 | 12 | 06 |
| 98 ^c | SF5: DJSA | 83 | 37 | 38 | 26 | 16 | 26 |
| 99 ^c | SF6: OPCPE | 04 | 03 | 01 | -14 | -09 | -14 |
| 100 ^c | SF7: NCTBS | 12 | 06 | -00 | 04 | -07 | 10 |
| 101 ^c | SF8: JMI | -09 | -05 | -05 | -01 | 04 | -00 |
| 102 ^c | SF9: RV | 31 | 54 | 81 | 76 | 66 | 67 |
| 103 ^c | SF10: SAPE | 06 | 16 | 14 | 07 | 06 | 06 |
| 104 ^c | SF11: TBPC | 16 | 33 | 20 | 17 | 25 | 27 |
| 105 ^c | SF12: AF | -02 | -06 | -00 | -15 | -02 | 01 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 25 | 26 | 27 | 28 | 29 | 30 |
|--------------|-----------|-------|-------|------|------|------|------|
| 25 | VIIIL | 1.00 | | | | | |
| 26 | WE | 31 | 1.00 | | | | |
| 27 | EAF | 02 | -06 | 1.00 | | | |
| 28 | IAF | -01 | 01 | 27 | 1.00 | | |
| 29 | EAS | 02 | 12 | 22 | 07 | 1.00 | |
| 30 | IAS | 25 | 40 | 07 | 15 | 19 | 1.00 |
| 31 | PS | 29 | 37 | 05 | -01 | 11 | 26 |
| 32 | CW | 23 | 39 | 09 | 02 | 08 | 35 |
| 33 | DCSP | 34 | 53 | 06 | 06 | 09 | 41 |
| 34 | DA | 26 | 28 | 08 | -03 | 03 | 25 |
| 35 | TG | -16 | -20 | 18 | 11 | 14 | -11 |
| 36 | RPG | 17 | 21 | 18 | -02 | 33 | 15 |
| 37 | SG | 24 | 21 | 03 | 04 | 07 | 21 |
| 38 | RNG | -11 | -11 | 14 | 06 | 11 | -04 |
| 39 | CCPFWM | 25 | 26 | 04 | 09 | 03 | 35 |
| 40 | SCSWM | 00 | 03 | 11 | 01 | 09 | -04 |
| 41 | LPCI | -10 | 03 | 01 | -02 | 09 | -05 |
| 42 | ILC | 18 | 28 | -07 | 02 | 10 | 26 |
| 43 | ELC | 05 | 05 | 21 | -11 | 26 | -08 |
| 44 | n ach. | 27 | 35 | 05 | 07 | 10 | 33 |
| 45 | n power | 05 | 17 | 22 | 06 | 13 | 11 |
| 46 | OPA | -03 | 07 | 13 | -01 | 28 | -06 |
| 47 | LNSWS | 13 | 17 | 10 | 10 | 18 | 17 |
| 48 | HNSWS | 20 | 25 | 22 | 03 | 11 | 09 |
| 49 | PSC | 12 | 29 | -11 | -02 | -10 | 18 |
| 50 | SC | 14 | 44 | 06 | 04 | 10 | 33 |
| 51 | FEPF | -09 | -02 | 05 | -04 | 06 | -01 |
| 52 | FIPF | -08 | -11 | -06 | 01 | 02 | 02 |
| 53 | SAB | 38 | 45 | -01 | -01 | 11 | 34 |
| 54 | TPEDC | -14 | -18 | 09 | 01 | 16 | -17 |
| 55 | NCTC | -00 | 03 | 12 | -03 | 20 | -02 |
| 56 | TPEDSb | -11 | -11 | 08 | 03 | 15 | -14 |
| 57 | EDDSb | 18 | 19 | 16 | 01 | 04 | 11 |
| 58 | NDCDSb | -15 | -19 | 07 | 02 | 15 | -10 |
| 59 | ODDSb | -12 | -15 | 12 | 03 | 21 | -04 |
| 60 | ISDSp | 19 | 21 | 09 | -06 | 15 | 21 |
| 61 | ADSp | 10 | 12 | 17 | 04 | 20 | 14 |
| <hr/> | | | | | | | |
| Mean | | 15.95 | 16.09 | 7.48 | 5.03 | 6.05 | 7.56 |
| SD | | 2.58 | 2.50 | 2.38 | 2.15 | 1.60 | 1.38 |
| Alpha | | .81 | .73 | .63 | .81 | .42 | .63 |
| No. of items | | 4 | 4 | 3 | 2 | 2 | 2 |
| <hr/> | | | | | | | |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 25 | 26 | 27 | 28 | 29 | 30 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 62 | NCTSp | 03 | 05 | 17 | -01 | 22 | 01 |
| 63 | OCOEDSp | 21 | 10 | 17 | -03 | 15 | 03 |
| 64 | RADSp | 17 | 04 | 15 | 04 | 14 | 13 |
| 65 | QTB | 30 | 19 | -10 | 12 | 06 | 21 |
| 66 | QSMd | 28 | 33 | -05 | 08 | 11 | 35 |
| 67 | QPM | 31 | 26 | -09 | -01 | 09 | 24 |
| 68 | NOKS | -02 | -03 | 26 | 06 | 21 | -01 |
| 69 | OKS | 29 | 50 | 07 | 02 | 09 | 39 |
| 70 | SS | 11 | 19 | -03 | -01 | 19 | 20 |
| 71 | HC | -02 | 05 | -08 | -08 | 07 | 06 |
| 72 | CCL | 10 | 12 | -10 | -00 | 14 | 16 |
| 73 | D | -06 | -11 | -21 | -07 | -04 | -06 |
| 74 ^a | HL | -02 | 10 | -02 | 03 | -10 | 02 |
| 75 ^a | IC | -01 | -08 | -01 | 16 | -15 | 07 |
| 76 | LMX | 13 | 03 | -09 | 03 | 14 | 12 |
| 77 ^a | OPSO | 05 | -04 | -03 | -05 | 01 | 01 |
| 78 ^a | OPtSO | 01 | -13 | -02 | 01 | -05 | 03 |
| 79 ^a | OFSO | 06 | -02 | -01 | 04 | -02 | 04 |
| 80 ^a | O | -05 | -06 | -09 | 10 | -03 | -03 |
| 81 ^a | TS | 09 | 05 | 07 | 05 | 03 | 14 |
| 82 | OE | 07 | 11 | -12 | 01 | 13 | 19 |
| 83 | JPC | 04 | 13 | -09 | 03 | -05 | 10 |
| 84 | S | -06 | 08 | -03 | -07 | -01 | -14 |
| 85 ^b | FS | -03 | 04 | -11 | 15 | -11 | 10 |
| 86 ^b | CCS | -01 | -01 | -10 | 18 | -12 | 16 |
| 87 | PSSI | 06 | 22 | -17 | -01 | 10 | 26 |
| 88 | I | 11 | 14 | -09 | 05 | 05 | 12 |
| 89 | ECD | 19 | 22 | -10 | 02 | 04 | 21 |
| 90 | JP | 14 | 32 | 01 | -04 | 10 | 28 |
| 91 ^b | GS | -29 | -15 | -05 | -00 | 05 | -14 |
| 92 ^b | JS | -22 | -07 | -09 | -02 | 09 | -08 |
| 93 ^b | OJS | -31 | -19 | -02 | 01 | 02 | -17 |
| 94 ^c | SF1: CHSA | 34 | 83 | 02 | 02 | 14 | 46 |
| 95 ^c | SF2: MBS | -13 | -16 | 11 | 03 | 20 | -11 |
| 96 ^c | SF3: DCO | 11 | 17 | -09 | -00 | 18 | 21 |
| 97 ^c | SF4: SIEE | 20 | 05 | 02 | -00 | 04 | 15 |
| 98 ^c | SF5: DJSA | 28 | 22 | 03 | -00 | 11 | 28 |
| 99 ^c | SF6: OPCPE | 00 | 02 | 03 | -08 | 14 | -02 |
| 100 ^c | SF7: NCTBS | 02 | 04 | 16 | -02 | 23 | -00 |
| 101 ^c | SF8: JMI | -03 | 04 | -11 | 15 | -11 | 10 |
| 102 ^c | SF9: RV | 78 | 35 | -01 | -07 | 09 | 29 |
| 103 ^c | SF10: SAPE | 09 | 13 | -13 | -03 | 00 | 12 |
| 104 ^c | SF11: TBPC | 34 | 26 | -11 | 06 | 08 | 25 |
| 105 ^c | SF12: AF | 01 | -04 | 82 | 77 | 19 | 14 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 31 | 32 | 33 | 34 | 35 | 36 |
|--------------|-----------|------|------|-------|------|------|------|
| 31 | PS | 1.00 | | | | | |
| 32 | CW | .41 | 1.00 | | | | |
| 33 | DCSP | .43 | .48 | 1.00 | | | |
| 34 | DA | .18 | .22 | .46 | 1.00 | | |
| 35 | TG | -.03 | -.09 | -.17 | -.12 | 1.00 | |
| 36 | RPG | .15 | .12 | .21 | .36 | .12 | 1.00 |
| 37 | SG | .25 | .17 | .30 | .16 | -.30 | .04 |
| 38 | RNG | -.05 | .01 | -.05 | .05 | .44 | .25 |
| 39 | CCPFWM | .17 | .28 | .26 | .16 | -.02 | .15 |
| 40 | SCSWM | -.01 | .09 | .07 | .17 | .17 | .15 |
| 41 | LPCI | -.07 | .01 | .06 | -.04 | .02 | .11 |
| 42 | ILC | .20 | .30 | .34 | .25 | -.08 | .17 |
| 43 | ELC | .14 | .03 | .01 | .00 | .23 | .10 |
| 44 | n-ach. | .27 | .36 | .53 | .37 | -.07 | .30 |
| 45 | n power | .06 | .12 | .19 | .42 | .08 | .43 |
| 46 | OPA | .15 | .07 | -.00 | .05 | .20 | .15 |
| 47 | LNSWS | .11 | .33 | .29 | .24 | .06 | .13 |
| 48 | HNSWS | .22 | .25 | .34 | .39 | -.04 | .31 |
| 49 | PSC | .03 | .03 | .21 | .05 | -.27 | -.04 |
| 50 | SC | .38 | .40 | .49 | .29 | -.12 | .16 |
| 51 | FEPF | -.14 | -.02 | .05 | .19 | -.00 | .11 |
| 52 | FIPF | -.07 | -.03 | -.11 | -.13 | .03 | -.13 |
| 53 | SAB | .37 | .26 | .49 | .23 | -.21 | .17 |
| 54 | TPEDC | -.05 | .01 | -.09 | .09 | .26 | .15 |
| 55 | NCTC | .03 | -.02 | -.11 | .01 | .25 | .05 |
| 56 | TPEDSb | -.02 | .03 | -.04 | .08 | .25 | .16 |
| 57 | EDDSb | .18 | .16 | .27 | .26 | -.10 | .29 |
| 58 | NDCDSb | -.01 | .09 | -.06 | .13 | .22 | .22 |
| 59 | ODDSb | .01 | .10 | -.04 | .13 | .27 | .23 |
| 60 | ISDSp | .23 | .22 | .31 | .27 | -.09 | .22 |
| 61 | ADSp | .13 | .15 | .15 | .13 | .08 | .20 |
| 62 | NCTSp | .06 | -.04 | -.07 | -.03 | .17 | .10 |
| 63 | OCOEDSp | .17 | .22 | .18 | .13 | .04 | .17 |
| 64 | RADSp | .18 | .16 | .13 | .17 | .01 | .14 |
| 65 | QTB | .30 | .30 | .45 | .29 | -.12 | -.03 |
| 66 | QSMd | .28 | .38 | .46 | .29 | -.04 | .10 |
| 67 | QPM | .35 | .24 | .47 | .19 | -.06 | -.03 |
| 68 | NOKS | .07 | .09 | .05 | .17 | .23 | .22 |
| Mean | | 7.30 | 6.66 | 38.11 | 6.80 | 6.22 | 9.24 |
| SD | | 1.51 | 1.45 | 5.31 | 1.35 | 2.22 | 2.59 |
| Alpha | | .75 | .68 | .89 | .56 | .71 | .78 |
| No. of items | | 2 | 2 | 10 | 2 | 3 | 3 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 31 | 32 | 33 | 34 | 35 | 36 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 69 | OKS | 40 | 38 | 47 | 20 | -04 | 13 |
| 70 | SS | 17 | 19 | 26 | 10 | -11 | 02 |
| 71 | HC | -05 | -09 | -04 | -06 | -16 | -06 |
| 72 | CCL | 25 | 17 | 21 | 04 | -04 | -06 |
| 73 | D | -08 | -04 | -03 | -16 | -24 | -19 |
| 74 ^a | HL | 14 | 12 | 16 | 05 | -03 | -05 |
| 75 ^a | IC | -08 | -02 | -02 | -11 | -06 | -15 |
| 76 | LMX | 13 | 08 | 15 | 06 | -08 | 01 |
| 77 ^a | OPS0 | 02 | 04 | -03 | 00 | -03 | 01 |
| 78 ^a | OPtSO | -03 | 02 | -05 | -07 | -05 | -09 |
| 79 ^a | OFS0 | -01 | 01 | 04 | 04 | -07 | -04 |
| 80 ^a | O | -06 | 02 | -02 | -02 | -02 | -06 |
| 81 ^a | TS | 08 | 01 | 07 | -01 | -06 | 00 |
| 82 | OE | 21 | 11 | 19 | 02 | -11 | -10 |
| 83 | JPC | 14 | 05 | 07 | 00 | -12 | -05 |
| 84 | S | 17 | 06 | 08 | -04 | -03 | -02 |
| 85 ^b | FS | 03 | 97 | 10 | 01 | -07 | -13 |
| 86 ^b | CCS | -06 | 07 | 06 | 01 | -05 | -14 |
| 87 | PSSI | 14 | 26 | 27 | 31 | -20 | 12 |
| 88 | I | 14 | 12 | 24 | 17 | -03 | 00 |
| 89 | ECD | 18 | 21 | 32 | 16 | -07 | -03 |
| 90 ^b | JP | 19 | 17 | 34 | 20 | -15 | 04 |
| 91 ^b | GS | -08 | -07 | -05 | -07 | 10 | -05 |
| 92 ^b | JS | -03 | -03 | 02 | -05 | 09 | -04 |
| 93 ^b | OJS | -11 | -09 | -10 | -07 | 10 | -05 |
| 94 ^c | SF1: CHSA | 69 | 70 | 65 | 33 | -17 | 22 |
| 95 ^c | SF2: MBS | -01 | 06 | -06 | 12 | 29 | 21 |
| 96 ^c | SF3: DCO | 24 | 19 | 26 | 07 | -10 | -05 |
| 97 ^c | SF4: SIEE | 13 | 09 | 12 | 08 | 11 | 08 |
| 98 ^c | SF5: DJSA | 18 | 18 | 24 | 26 | -14 | 13 |
| 99 ^c | SF6: OPCPE | 02 | 00 | -00 | 08 | 09 | 10 |
| 100 ^c | SF7: NCTBS | 05 | -03 | -09 | -01 | 23 | 08 |
| 101 ^c | SF8: JMI | 03 | 09 | 10 | 01 | -07 | -13 |
| 102 ^c | SF9: RV | 38 | 28 | 37 | 22 | -18 | 16 |
| 103 ^c | SF10: SAPE | 10 | 19 | 27 | 20 | -05 | 03 |
| 104 ^c | SF11: TBPC | 37 | 30 | 52 | 27 | -10 | -03 |
| 105 ^c | SF12: AF | 03 | 07 | 08 | 04 | 19 | 11 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 37 | 38 | 39 | 40 | 41 | 42 |
|-----------------|-----------|-------|------|-------|------|-------|------|
| 37 | SG | 1.00 | | | | | |
| 38 | RNG | -32 | 1.00 | | | | |
| 39 | CCPFWM | 14 | 05 | 1.00 | | | |
| 40 | SCSUM | 06 | 15 | 16 | 1.00 | | |
| 41 | LPCI | -00 | -05 | -02 | 06 | 1.00 | |
| 42 | ILC | 24 | 01 | 18 | 02 | 02 | 1.00 |
| 43 | ELC | -01 | 07 | -14 | 17 | 06 | -03 |
| 44 | n-ach. | 16 | 05 | 22 | 14 | 05 | 36 |
| 45 | n-power | 11 | 17 | 08 | 23 | 05 | 15 |
| 46 | OPA | 03 | 13 | -05 | 25 | 03 | 09 |
| 47 | LNSWS | 07 | 04 | 16 | 11 | 04 | 15 |
| 48 | HNSWS | 07 | 14 | 15 | 15 | 07 | 17 |
| 49 | PSC | 13 | -18 | 21 | -14 | -10 | 09 |
| 50 | SC | 25 | -01 | 26 | 02 | -03 | 30 |
| 51 | FEPF | -07 | 10 | 08 | -02 | 06 | 11 |
| 52 | FIPF | -10 | 08 | 00 | -02 | -10 | -12 |
| 53 | SAB | 31 | -05 | 22 | -06 | 09 | 37 |
| 54 | TPEDC | -01 | 17 | -17 | 21 | 09 | 00 |
| 55 | NCTC | -05 | 09 | -04 | 13 | 05 | -04 |
| 56 | TPEDSb | -03 | 18 | -11 | 21 | 11 | 02 |
| 57 | EDDSb | 10 | 01 | 24 | 11 | 09 | 13 |
| 58 | NDCDSb | 01 | 15 | -07 | 27 | 09 | 07 |
| 59 | ODDSb | -04 | 19 | -10 | 24 | 09 | 00 |
| 60 | ISDSp | 06 | -02 | 15 | 04 | 02 | 24 |
| 61 | ADSp | 09 | 00 | 07 | 09 | -04 | 14 |
| 62 | NCTSp | -05 | 09 | -01 | 12 | 06 | 00 |
| 63 | OCOEDSp | 12 | 01 | 08 | 23 | 03 | 17 |
| 64 | RADSp | 12 | -01 | 05 | 08 | -00 | 21 |
| 65 | QTB | 19 | -12 | 20 | 03 | -08 | 23 |
| 66 | QSMD | 24 | 01 | 22 | -07 | -01 | 28 |
| 67 | QPM | 19 | -13 | 11 | -07 | -06 | 17 |
| 68 | NOKS | 03 | 21 | -08 | 30 | 11 | 12 |
| 69 | OKS | 15 | 01 | 37 | 08 | 03 | 37 |
| 70 | SS | 22 | -10 | 23 | 04 | 11 | 29 |
| 71 | HC | 14 | -23 | 06 | -04 | 08 | -06 |
| 72 | CCL | 29 | -18 | 23 | 01 | 11 | 16 |
| 73 ^a | D | 12 | -25 | -01 | -17 | -02 | -07 |
| 74 ^a | HL | 02 | -06 | 07 | -00 | 07 | 12 |
| 75 ^a | IC | -11 | 01 | 04 | -15 | -10 | -10 |
| Mean | | 14.52 | 4.41 | 17.50 | 5.50 | 42.31 | 6.93 |
| SD | | 2.80 | 1.70 | 2.93 | 1.63 | 12.96 | 1.32 |
| Alpha | | .83 | .73 | .74 | .53 | .94 | .66 |
| No. of items | | 4 | 2 | 5 | 2 | 16 | 2 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 37 | 38 | 39 | 40 | 41 | 42 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 76 | LMX | 14 | -08 | 15 | -06 | 15 | 16 |
| 77 ^a | OPSO | 02 | -10 | 07 | 04 | 07 | -01 |
| 78 ^a | OPtSO | -04 | -09 | 05 | -02 | 01 | -08 |
| 79 ^a | OFSO | 01 | -11 | 07 | -01 | 08 | 02 |
| 80 ^a | O | -02 | -02 | 07 | -04 | 02 | -00 |
| 81 ^a | TS | 00 | -07 | 06 | -05 | 13 | 01 |
| 82 | OE | 30 | -15 | 22 | 00 | 14 | 17 |
| 83 | JPC | -06 | -05 | 12 | -10 | -04 | 09 |
| 84 | S | 07 | -09 | -04 | 00 | 17 | 07 |
| 85 | FS | -02 | -09 | 14 | -07 | -03 | 06 |
| 86 ^b | CCS | -08 | -04 | 15 | -08 | -12 | 03 |
| 87 | PSSI | 21 | -14 | 14 | -03 | -02 | 32 |
| 88 | I | 07 | 06 | 21 | 02 | -01 | 24 |
| 89 | ECD | 15 | -15 | 18 | -06 | 09 | 24 |
| 90 | JP | 30 | -09 | 23 | 00 | 08 | 22 |
| 91 ^b | GS | -00 | 03 | 04 | 05 | 14 | 09 |
| 92 ^b | JS | 02 | 01 | 04 | 04 | 16 | 12 |
| 93 ^b | OJS | -02 | 04 | 04 | 06 | 10 | 06 |
| 94 ^c | SF1: CHSA | 29 | -07 | 33 | 04 | -01 | 36 |
| 95 ^c | SF2: MBS | -03 | 20 | -13 | 25 | 11 | 01 |
| 96 ^c | SF3: DCO | 30 | -16 | 26 | 02 | 13 | 24 |
| 97 ^c | SF4: SIEE | -01 | 01 | 16 | -10 | -18 | 20 |
| 98 ^c | SF5: DJSA | 14 | -13 | 19 | -03 | -03 | 15 |
| 99 ^c | SF6: OPCPE | -06 | 09 | -06 | 12 | 05 | 14 |
| 100 ^c | SF7: NCTBS | -05 | 09 | -02 | 13 | 06 | -02 |
| 101 ^c | SF8: JMI | -02 | -09 | 14 | -07 | -03 | 06 |
| 102 ^c | SF9: RV | 31 | -16 | 30 | -01 | -05 | 22 |
| 103 ^c | SF10: SAPE | 12 | -04 | 14 | -04 | 03 | 32 |
| 104 ^c | SF11: TBPC | 21 | -14 | 17 | -02 | -08 | 23 |
| 105 ^c | SF12: AF | 05 | 13 | 08 | 08 | -00 | -03 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 43 | 44 | 45 | 46 | 47 | 48 |
|-----------------|-----------|------|-------|------|-------|------|-------|
| 43 | ELC | 1.00 | | | | | |
| 44 | n-ach. | -.04 | 1.00 | | | | |
| 45 | n-power | .12 | .46 | 1.00 | | | |
| 46 | OPA | .33 | .06 | .21 | 1.00 | | |
| 47 | LNSWS | .07 | .19 | .14 | .13 | 1.00 | |
| 48 | HNSWS | .15 | .35 | .36 | .26 | .35 | 1.00 |
| 49 | PSC | -.24 | .15 | -.16 | -.36 | -.05 | -.04 |
| 50 | SC | -.14 | .36 | .13 | .02 | .16 | .20 |
| 51 | FEPF | -.10 | .09 | .10 | .05 | .08 | .09 |
| 52 | FIPF | -.00 | -.11 | -.12 | .03 | -.08 | -.09 |
| 53 | SAB | .13 | .30 | .07 | .03 | .09 | .21 |
| 54 | TPEDC | .20 | .00 | .23 | .29 | .11 | .13 |
| 55 | NCTC | .21 | -.05 | .02 | .17 | .13 | .06 |
| 56 | TPEDSb | .18 | .05 | .25 | .28 | .09 | .11 |
| 57 | EDDSb | .03 | .28 | .26 | .05 | .12 | .29 |
| 58 | NDCDSb | .17 | .04 | .25 | .32 | .15 | .17 |
| 59 | ODDSb | .24 | .01 | .27 | .31 | .21 | .20 |
| 60 | ISDSp | .06 | .22 | .16 | .01 | .22 | .27 |
| 61 | ADSp | .08 | .13 | .16 | .20 | .22 | .22 |
| 62 | 14TSp | .18 | -.06 | -.00 | .16 | .15 | .04 |
| 63 | OCOEDSp | .14 | .18 | .17 | .13 | .19 | .19 |
| 64 | RADSp | .13 | .21 | .25 | .13 | .18 | .13 |
| 65 | QTB | -.04 | .38 | .03 | -.03 | .26 | .19 |
| 66 | QSMD | -.04 | .33 | .12 | -.06 | .28 | .23 |
| 67 | QPM | .04 | .28 | .06 | -.00 | .18 | .14 |
| 68 | NOKS | .29 | .21 | .46 | .43 | .17 | .31 |
| 69 | OKS | .07 | .50 | .19 | .13 | .24 | .32 |
| 70 | SS | -.01 | .17 | .10 | .05 | .12 | .18 |
| 71 | HC | -.09 | -.10 | -.17 | -.15 | -.06 | -.14 |
| 72 | CCL | .04 | .10 | -.03 | .06 | .12 | .08 |
| 73 | D | -.19 | -.11 | -.22 | -.22 | -.11 | -.14 |
| 74 ^a | HL | -.09 | .12 | .04 | .07 | .13 | .14 |
| 75 ^a | IC | -.19 | -.07 | -.13 | -.12 | .06 | -.10 |
| 76 | LMX | .04 | .15 | .05 | .10 | .07 | .02 |
| 77 ^a | OPSO | -.03 | .00 | -.06 | -.12 | .07 | .00 |
| 78 ^a | OPtSO | -.13 | -.04 | -.13 | -.15 | .08 | -.03 |
| 79 ^a | OPSO | -.05 | -.00 | -.08 | -.15 | .05 | -.00 |
| 80 ^a | O | -.18 | -.03 | -.13 | -.08 | .05 | -.02 |
| 81 ^a | TS | -.07 | .04 | -.05 | -.20 | -.00 | -.09 |
| 82 | OE | .06 | .11 | -.01 | -.03 | .06 | .00 |
| Mean | | 5.52 | 10.35 | 5.79 | 10.73 | 6.63 | 10.26 |
| SD | | 1.53 | 2.07 | 1.74 | 3.61 | 1.55 | 2.23 |
| Alpha | | .54 | .65 | .70 | .85 | .56 | .78 |
| No. of items | | 2 | 3 | 2 | 4 | 2 | 3 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 43 | 44 | 45 | 46 | 47 | 48 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 83 | JPC | -03 | 13 | 04 | 05 | -06 | 00 |
| 84 | S | 10 | 07 | -03 | 13 | -02 | 08 |
| 85 | FS | -20 | 05 | -06 | -06 | 10 | -01 |
| 86 ^b | CCS | -27 | 00 | -09 | -15 | 10 | -07 |
| 87 | PSSI | -06 | 21 | 15 | -04 | 10 | 09 |
| 88 | I | -01 | 18 | 05 | 05 | 18 | 11 |
| 89 | ECD | -01 | 20 | 05 | -11 | 06 | 06 |
| 90 | JP | -02 | 20 | 03 | -06 | 11 | 08 |
| 91 ^b | GS | -09 | 04 | 05 | 03 | -11 | -06 |
| 92 ^b | JS | -03 | 07 | 09 | 04 | -12 | -03 |
| 93 ^b | OJS | -12 | 01 | 01 | 02 | -10 | -07 |
| 94 ^c | SF1: CHSA | 04 | 45 | 17 | 10 | 26 | 31 |
| 95 ^c | SF2: MBS | 23 | 02 | 28 | 33 | 17 | 17 |
| 96 ^c | SF3: DCO | 03 | 15 | 02 | 04 | 12 | 12 |
| 97 ^c | SF4: SIEE | -07 | 17 | 08 | -04 | 10 | 07 |
| 98 ^c | SF5: DJSA | 12 | 15 | 04 | 05 | 17 | 14 |
| 99 ^c | SF6: OPCPE | 12 | 12 | 19 | 14 | 10 | 15 |
| 100 ^c | SF7: NCTBS | 21 | -06 | 01 | 18 | 15 | 05 |
| 101 ^c | SF8: JMI | -20 | 05 | -06 | -06 | 10 | -01 |
| 102 ^c | SF9: RV | 09 | 28 | 05 | -01 | 12 | 15 |
| 103 ^c | SF10: SAPE | -14 | 21 | 06 | -02 | 01 | 09 |
| 104 ^c | SF11: TBPC | -00 | 37 | 05 | -02 | 25 | 19 |
| 105 ^c | SF12: AF | 07 | 07 | 18 | 08 | 12 | 17 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 49 | 50 | 51 | 52 | 53 | 54 |
|-----------------|-----------|-------|------|------|------|-------|------|
| 49 | PSC | 1.00 | | | | | |
| 50 | SC | 22 | 1.00 | | | | |
| 51 | FEPF | -05 | 07 | 1.00 | | | |
| 52 | FIPF | 05 | 02 | -15 | 1.00 | | |
| 53 | SAB | 21 | 35 | -04 | -10 | 1.00 | |
| 54 | TPEDC | -41 | -16 | 08 | -09 | -19 | 1.00 |
| 55 | NCTC | -07 | 02 | -06 | 02 | -00 | 23 |
| 56 | TPEDSb | -31 | -12 | 09 | -07 | -18 | 87 |
| 57 | EDDSb | 11 | 20 | 04 | -07 | 15 | -01 |
| 58 | NDCDSb | -33 | -12 | 11 | -07 | -21 | 54 |
| 59 | ODDSb | -44 | -11 | 12 | -05 | -16 | 74 |
| 60 | ISDSp | 08 | 28 | 07 | 02 | 26 | -02 |
| 61 | ADSp | -05 | 07 | 02 | -00 | 09 | 23 |
| 62 | NCTSp | -13 | 11 | -02 | 01 | 01 | 21 |
| 63 | OCOEDSp | -06 | 09 | -01 | -06 | 15 | 21 |
| 64 | RADSp | -13 | 08 | -02 | -07 | 16 | 17 |
| 65 | QTB | 02 | 17 | 05 | -11 | 26 | 04 |
| 66 | QSMd | 15 | 23 | 02 | -13 | 32 | -02 |
| 67 | QPM | 02 | 12 | -06 | -13 | 29 | -04 |
| 68 | NOKS | -38 | 06 | 08 | -05 | -02 | 39 |
| 69 | OKS | 18 | 34 | -01 | -14 | 43 | -10 |
| 70 | SS | -02 | 17 | 01 | -02 | 24 | -01 |
| 71 | HC | 18 | -01 | -11 | -00 | 03 | -19 |
| 72 | CCL | -02 | 12 | 01 | 02 | 14 | -00 |
| 73 | D | 12 | -11 | -06 | -02 | -14 | -10 |
| 74 ^a | HL | 03 | 10 | -01 | -09 | 08 | -10 |
| 75 ^a | IC | 12 | 07 | 05 | 06 | -07 | -16 |
| 76 | LMX | -06 | 04 | 04 | -05 | 18 | 08 |
| 77 ^a | OPSO | 01 | -03 | -04 | 04 | -05 | 02 |
| 78 ^a | OPtSO | -00 | -02 | -04 | 07 | -15 | -01 |
| 79 ^a | OFSO | 04 | -01 | 00 | 01 | -03 | -01 |
| 80 ^a | O | 03 | 07 | 08 | -03 | -06 | -05 |
| 81 ^a | TS | 16 | 05 | -06 | 06 | 05 | -15 |
| 82 | OE | 02 | 12 | 01 | 04 | 15 | -11 |
| 83 | JPC | 12 | 17 | 09 | 02 | 13 | -21 |
| 84 | S | -03 | 12 | -00 | -13 | 10 | -04 |
| 85 ^b | FS | 04 | 10 | 07 | -10 | 03 | -17 |
| 86 ^b | CCS | 09 | 05 | 08 | -01 | -03 | -17 |
| 87 | PSSI | 13 | 20 | 11 | -08 | 21 | -03 |
| 88 | I | 00 | 13 | 10 | -11 | 18 | -02 |
| Mean | | 21.79 | 7.75 | 5.77 | 5.36 | 18.92 | 7.08 |
| SD | | 3.58 | 1.34 | 1.69 | 1.52 | 2.93 | 3.07 |
| Alpha | | .81 | .61 | NA | NA | .77 | .79 |
| No. of items | | 5 | 2 | NA | NA | 5 | 4 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 49 | 50 | 51 | 52 | 53 | 54 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 89 | ECD | 18 | 20 | -03 | 07 | 18 | -15 |
| 90 ^b | JP | 18 | 31 | 04 | -08 | 32 | -14 |
| 91 ^b | GS | -10 | -02 | 08 | -08 | -07 | 11 |
| 92 ^b | JS | -10 | 00 | 06 | -08 | -01 | 14 |
| 93 ^b | OJS | -08 | -03 | 09 | -06 | -12 | 07 |
| 94 ^c | SF1: CHSA | 22 | 71 | -04 | -08 | 50 | -14 |
| 95 ^c | SF2: MBS | -43 | -14 | 11 | -07 | -19 | 93 |
| 96 ^c | SF3: DCO | -01 | 16 | 01 | 01 | 21 | -03 |
| 97 ^c | SF4: SIEE | 02 | -02 | 05 | -11 | 06 | 01 |
| 98 ^c | SF5: DJSA | 15 | 12 | 02 | 02 | 25 | -13 |
| 99 ^c | SF6: OPCPE | -10 | -09 | -00 | -08 | -03 | 24 |
| 100 ^c | SF7: NCTBS | -11 | 07 | -04 | 02 | 01 | 24 |
| 101 ^c | SF8: JMI | 04 | 10 | 07 | -10 | 03 | -17 |
| 102 ^c | SF9: RV | 16 | 24 | -17 | -05 | 46 | -27 |
| 103 ^c | SF10: SAPE | 07 | 12 | 07 | -11 | 15 | -01 |
| 104 ^c | SF11: TBPC | 02 | 16 | -00 | -14 | 31 | -00 |
| 105 ^c | SF12: AF | -08 | 06 | 01 | -03 | -02 | 06 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 55 | 56 | 57 | 58 | 59 | 60 |
|-----------------|-----------|------|------|------|------|-------|------|
| 55 | NCTC | 1.00 | | | | | |
| 56 | TPEDSb | 18 | 1.00 | | | | |
| 57 | EDDSb | 04 | 10 | 1.00 | | | |
| 58 | NDCDSb | 15 | 52 | 15 | 1.00 | | |
| 59 | ODDSb | 19 | 66 | 07 | 59 | 1.00 | |
| 60 | ISDSp | 02 | 05 | 41 | 03 | 14 | 1.00 |
| 61 | ADSp | 11 | 23 | 19 | 30 | 31 | 32 |
| 62 | NCTSp | 71 | 15 | 05 | 07 | 21 | 12 |
| 63 | OCOEDSp | 09 | 22 | 18 | 18 | 31 | 26 |
| 64 | RADSp | 14 | 16 | 19 | 29 | 34 | 23 |
| 65 | QTB | -08 | 05 | 14 | -04 | 04 | 23 |
| 66 | QSMd | -05 | 02 | 20 | -02 | -00 | 19 |
| 67 | QPM | -06 | -00 | 05 | -07 | 02 | 21 |
| 68 | NOKS | 15 | 36 | 25 | 37 | 45 | 13 |
| 69 | OKS | 01 | -06 | 30 | -02 | -01 | 28 |
| 70 | SS | -03 | 03 | 11 | 04 | -01 | 30 |
| 71 | HC | -03 | -18 | -05 | -17 | -27 | -08 |
| 72 | CCL | -02 | 02 | 05 | 06 | 00 | 09 |
| 73 | D | -19 | -06 | -12 | -10 | -21 | -21 |
| 74 ^a | HL | -08 | -09 | 03 | -02 | -08 | 07 |
| 75 ^a | IC | -13 | -16 | -04 | -18 | -16 | -03 |
| 76 | LMX | -09 | 11 | 06 | 07 | 04 | 23 |
| 77 ^a | OPSO | 08 | 01 | -03 | 04 | 00 | -02 |
| 78 ^a | OPtSO | 05 | -02 | -07 | -02 | -03 | -06 |
| 79 ^a | OFSO | 06 | -01 | -04 | -00 | -04 | -04 |
| 80 ^a | O | 02 | -05 | -02 | -05 | -11 | -06 |
| 81 ^a | TS | 06 | -14 | 01 | -15 | -14 | -01 |
| 82 | OE | -03 | -07 | 10 | -02 | -09 | 06 |
| 83 | JPC | -05 | -14 | 05 | -16 | -15 | 11 |
| 84 | S | 02 | -01 | -03 | 07 | -03 | -04 |
| 85 ^b | FS | -12 | -16 | 00 | -11 | -18 | 06 |
| 86 ^b | CCS | -13 | -17 | -00 | -16 | -19 | 06 |
| 87 | PSSI | -05 | 01 | 14 | -01 | -02 | 18 |
| 88 | I | -08 | -04 | 08 | -01 | 04 | 14 |
| 89 | ECD | -05 | -09 | 16 | -14 | -14 | 18 |
| 90 ^b | JP | 06 | -10 | 13 | -10 | -13 | 24 |
| 91 ^b | GS | -08 | 10 | -06 | 09 | 04 | -08 |
| 92 ^b | JS | -02 | 14 | -01 | 08 | 04 | -04 |
| 93 ^b | OJS | -13 | 05 | -09 | 09 | 04 | -09 |
| 94 ^c | SF1: CHSA | 02 | -08 | 24 | -11 | -07 | 31 |
| Mean | | 5.07 | 7.21 | 6.70 | 3.30 | 14.17 | 7.58 |
| SD | | 1.64 | 3.30 | 1.77 | 1.74 | 5.26 | 1.45 |
| Alpha | | .43 | .77 | .50 | .66 | .81 | .47 |
| No. of items | | 2 | 4 | 2 | 2 | 7 | 2 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 55 | 56 | 57 | 58 | 59 | 60 |
|------------------|------------|-----|-----|----|-----|-----|----|
| 95 ^c | SF2: MBS | 22 | 89 | 06 | 61 | 91 | 08 |
| 96 ^c | SF3: DCO | -03 | 00 | 10 | 04 | -02 | 19 |
| 97 ^c | SF4: SIEE | -02 | -03 | 11 | 05 | 11 | 15 |
| 98 ^c | SF5: DJSA | 06 | -06 | 19 | -01 | -06 | 18 |
| 99 ^c | SF6: OPCPE | 10 | 22 | 07 | 19 | 18 | 01 |
| 100 ^c | SF7: NCTBS | 92 | 18 | 05 | 12 | 22 | 08 |
| 101 ^c | SF8: JMI | -12 | -16 | 00 | -11 | -18 | 06 |
| 102 ^c | SF9: RV | 01 | -24 | 19 | -15 | -18 | 27 |
| 103 ^c | SF10: SAPE | -05 | 01 | 18 | 08 | -02 | 19 |
| 104 ^c | SF11: TBPC | -08 | 02 | 11 | -06 | 03 | 25 |
| 105 ^c | SF12: AF | 06 | 07 | 12 | 06 | 10 | 02 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 61 | 62 | 63 | 64 | 65 | 66 |
|-----------------|-----------|------|------|------|------|-------|-------|
| 61 | ADSp | 1.00 | | | | | |
| 62 | NCTSp | 08 | 1.00 | | | | |
| 63 | OCOEDSp | 35 | 15 | 1.00 | | | |
| 64 | RADSp | 26 | 09 | 29 | 1.00 | | |
| 65 | QTB | 03 | -06 | 10 | 21 | 1.00 | |
| 66 | QSMD | 09 | -04 | 14 | 14 | 47 | 1.00 |
| 67 | QPM | 08 | -07 | 13 | 21 | 57 | 49 |
| 68 | NOKS | 31 | 16 | 26 | 26 | 04 | 00 |
| 69 | OKS | 11 | 04 | 18 | 22 | 33 | 37 |
| 70 | SS | 14 | 09 | 16 | 14 | 26 | 28 |
| 71 | HC | -11 | -03 | -07 | -17 | -07 | -02 |
| 72 | CCL | 07 | 06 | 10 | 08 | 28 | 29 |
| 73 | D | -11 | -19 | -07 | -14 | 04 | 03 |
| 74 ^a | HL | -06 | -07 | 01 | 03 | 23 | 13 |
| 75 ^a | IC | 03 | -07 | -10 | -08 | -08 | -11 |
| 76 | LMX | 03 | -07 | 01 | 09 | 27 | 19 |
| 77 ^a | OPSO | -04 | 09 | 10 | -03 | -02 | 04 |
| 78 ^a | OPtSO | -05 | 08 | 05 | -07 | -03 | -01 |
| 79 ^a | OFSO | -05 | 11 | 07 | -05 | 01 | 03 |
| 80 ^a | O | -14 | -00 | -03 | -20 | 01 | 11 |
| 81 ^a | TS | -07 | 09 | -01 | -00 | -04 | -00 |
| 82 | OE | -04 | 05 | 05 | -04 | 24 | 23 |
| 83 | JPC | -10 | 03 | -05 | -02 | 06 | -02 |
| 84 | S | -11 | -01 | 05 | 01 | 04 | -00 |
| 85 ^b | FS | -14 | -07 | -03 | -07 | 17 | 16 |
| 86 ^b | CCS | -10 | -09 | -08 | -10 | 13 | 14 |
| 87 | PSSI | 02 | -01 | 05 | 12 | 33 | 38 |
| 88 | I | 02 | 02 | 09 | 15 | 39 | 31 |
| 89 | ECD | -05 | -10 | 08 | 03 | 27 | 25 |
| 90 ^b | JP | 05 | 10 | 06 | 16 | 19 | 31 |
| 91 ^b | GS | -11 | -07 | -03 | 00 | 08 | 03 |
| 92 ^b | JS | -10 | -03 | -03 | -00 | 12 | 08 |
| 93 ^b | OJS | -11 | -09 | -04 | 00 | 04 | -01 |
| 94 ^c | SF1: CHSA | 16 | 06 | 18 | 14 | 31 | 41 |
| 95 ^c | SF2: MBS | 29 | 21 | 28 | 27 | 04 | -00 |
| 96 ^c | SF3: DCO | 09 | 08 | 13 | 09 | 30 | 31 |
| Mean | | 5.83 | 5.58 | 6.38 | 5.47 | 14.08 | 10.85 |
| SD | | 2.13 | 1.79 | 1.79 | 2.02 | 2.94 | 1.99 |
| Alpha | | .69 | .42 | .60 | .48 | .84 | .72 |
| No. of items | | 2 | 2 | 2 | 2 | 4 | 3 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 61 | 62 | 63 | 64 | 65 | 66 |
|------------------|------------|-----|-----|-----|-----|-----|-----|
| 97 ^c | SF4: SIEE | 06 | 02 | 09 | 27 | 18 | 19 |
| 98 ^c | SF5: DJSA | 09 | 09 | 11 | 10 | 12 | 20 |
| 99 ^c | SF6: OPCPE | 16 | 12 | 26 | 17 | -03 | -01 |
| 100 ^c | SF7: NCTBS | 10 | 93 | 13 | 12 | -08 | -05 |
| 101 ^c | SF8: JMI | -14 | -07 | -03 | -07 | 17 | 16 |
| 102 ^c | SF9: RV | 09 | 03 | 19 | 18 | 27 | 27 |
| 103 ^c | SF10: SAPE | 03 | -01 | 12 | 03 | 23 | 27 |
| 104 ^c | SF11: TBPC | 06 | -08 | 13 | 23 | 89 | 54 |
| 105 ^c | SF12: AF | 13 | 10 | 10 | 12 | -00 | 02 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 67 | 68 | 69 | 70 | 71 | 72 |
|------------------|------------|-------|-------|-------|-------|------|-------|
| 67 | QPM | 1.00 | | | | | |
| 68 | NOKS | 07 | 1.00 | | | | |
| 69 | OKS | 31 | 14 | 1.00 | | | |
| 70 | SS | 28 | 06 | 27 | 1.00 | | |
| 71 | HC | 03 | -16 | -06 | 07 | 1.00 | |
| 72 | CCL | 31 | 03 | 20 | 65 | 20 | 1.00 |
| 73 | D | 09 | -20 | -12 | 16 | 25 | 29 |
| 74 ^a | HL | 18 | 06 | 17 | 11 | -01 | 04 |
| 75 ^a | IC | -06 | -12 | -04 | -11 | -08 | -06 |
| 76 ^a | LMX | 24 | 05 | 11 | 51 | -04 | 40 |
| 77 ^a | OPSO | -04 | -05 | -07 | 11 | 11 | 19 |
| 78 ^a | OPtSO | -04 | -08 | -12 | 09 | 08 | 21 |
| 79 ^a | OFSO | -01 | -10 | -04 | 16 | 09 | 23 |
| 80 ^a | O | -02 | -17 | -06 | 06 | 10 | 10 |
| 81 ^a | TS | 01 | -05 | 05 | 10 | 06 | 19 |
| 82 | OE | 27 | -03 | 16 | 54 | 28 | 76 |
| 83 | JPC | 02 | -10 | 19 | 08 | -02 | 02 |
| 84 | S | 06 | 03 | 12 | 05 | 10 | 06 |
| 85 ^b | FS | 14 | -16 | 12 | 14 | 03 | 12 |
| 86 ^b | CCS | 07 | -20 | 04 | 09 | -03 | 07 |
| 87 | PSSI | 20 | -03 | 23 | 28 | 05 | 28 |
| 88 | I | 29 | 10 | 29 | 25 | -04 | 27 |
| 89 | ECD | 25 | -08 | 29 | 23 | 03 | 22 |
| 90 ^b | JP | 29 | -03 | 30 | 34 | 15 | 32 |
| 91 ^b | GS | -04 | 08 | -02 | 19 | 11 | 17 |
| 92 ^b | JS | 02 | 11 | 04 | 29 | 09 | 25 |
| 93 ^b | OJS | -07 | 05 | -06 | 07 | 11 | 08 |
| 94 ^c | SF1: CHSA | 33 | 05 | 56 | 24 | -02 | 22 |
| 95 ^c | SF2: MBS | -00 | 45 | -05 | 00 | -24 | 01 |
| 96 ^c | SF3: DCO | 33 | 03 | 25 | 87 | 19 | 92 |
| 97 ^c | SF4: SIEE | 17 | -00 | 20 | 03 | -16 | 03 |
| 98 ^c | SF5: DJSA | 23 | -09 | 17 | 17 | 05 | 20 |
| 99 ^c | SF6: OPCPE | 04 | 28 | 09 | 08 | -05 | 10 |
| 100 ^c | SF7: NCTBS | -07 | 17 | 03 | 04 | -04 | 02 |
| 101 ^c | SF8: JMI | 14 | -16 | 12 | 14 | 03 | 12 |
| 102 ^c | SF9: RV | 31 | -04 | 37 | 21 | 01 | 16 |
| 103 ^c | SF10: SAPE | 17 | -01 | 21 | 35 | 06 | 23 |
| 104 ^c | SF11: TBPC | 89 | 06 | 36 | 30 | -02 | 34 |
| 105 ^c | SF12: AF | -06 | 21 | 06 | -03 | -10 | -07 |
| Mean | | 14.56 | 10.74 | 14.65 | 25.88 | 6.46 | 25.05 |
| SD | | 2.96 | 3.03 | 2.38 | 5.73 | 1.64 | 5.95 |
| Alpha | | .81 | .72 | .69 | .86 | .43 | .90 |
| No. of items | | 4 | 4 | 4 | 8 | 2 | 8 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 73 | 74 | 75 | 76 | 77 | 78 | 79 |
|------------------|------------|------|------|------|-------|------|------|------|
| 73 | D | 1.00 | | | | | | |
| 74 ^a | HL | 01 | 1.00 | | | | | |
| 75 ^a | IC | 02 | -02 | 1.00 | | | | |
| 76 ^a | LMX | 00 | 05 | -08 | 1.00 | | | |
| 77 ^a | OPSO | 07 | -10 | -29 | 13 | 1.00 | | |
| 78 ^a | OPtSO | 11 | -09 | 01 | 11 | 90 | 1.00 | |
| 79 ^a | OFSO | 08 | -11 | -07 | 13 | 88 | 88 | 1.00 |
| 80 ^a | O | 16 | -02 | -11 | 04 | 43 | 50 | 41 |
| 81 ^a | TS | 03 | -10 | 04 | 10 | 56 | 56 | 64 |
| 82 | OE | 32 | 05 | -06 | 32 | 22 | 21 | 25 |
| 83 | JPC | -01 | 39 | 21 | 01 | -17 | -12 | -11 |
| 84 | S | 08 | 46 | -08 | -08 | -12 | -18 | -12 |
| 85 ^b | FS | 17 | 58 | 18 | 03 | -07 | 07 | 01 |
| 86 ^b | CCS | 12 | 36 | 20 | 05 | 01 | 18 | 06 |
| 87 | PSSI | 07 | 16 | -20 | 24 | 20 | 14 | 21 |
| 88 | I | 01 | 17 | 07 | 19 | -04 | -04 | -01 |
| 89 | ECD | -01 | 15 | -01 | 23 | 25 | 03 | 09 |
| 90 | JP | -05 | 02 | -00 | 24 | 01 | -00 | 03 |
| 91 ^b | GS | 14 | 14 | -13 | 12 | 05 | 05 | 07 |
| 92 ^b | JS | 16 | 15 | -17 | 18 | 06 | 06 | 08 |
| 93 ^b | OJS | 10 | 11 | -08 | 06 | 03 | 04 | 05 |
| 94 ^c | SF1: CHSA | -12 | 15 | -05 | 08 | -01 | -07 | -02 |
| 95 ^c | SF2: MBS | -15 | -10 | -18 | 08 | 01 | -02 | -03 |
| 96 ^c | SF3: DCO | 28 | 07 | -09 | 49 | 19 | 19 | 24 |
| 97 ^c | SF4: SIEE | -12 | 10 | -05 | 02 | -09 | -11 | -11 |
| 98 ^c | SF5: DJSA | -06 | -02 | 05 | 19 | 06 | 03 | 10 |
| 99 ^c | SF6: OPCPE | -02 | -03 | -16 | 01 | 06 | 04 | 00 |
| 100 ^c | SF7: NCTBS | -20 | -08 | -10 | -09 | 09 | 07 | 09 |
| 101 ^c | SF8: JMI | 17 | 58 | 18 | 03 | -07 | 07 | 01 |
| 102 ^c | SF9: RV | -09 | 00 | -07 | 21 | 12 | 03 | 11 |
| 103 ^c | SF10: SAPE | 05 | 17 | -14 | 26 | 09 | 04 | 12 |
| 104 ^c | SF11: TBPC | 07 | 23 | -08 | 28 | -03 | -04 | 00 |
| 105 ^c | SF12: AF | -18 | 00 | 09 | -04 | -05 | -00 | 02 |
| Mean | | 5.60 | 2.02 | 1.91 | 12.93 | 2.71 | 2.47 | 2.93 |
| SD | | 1.91 | 0.68 | 0.84 | 3.15 | 0.84 | 0.95 | 0.63 |
| Alpha | | .61 | NA | NA | .76 | NA | NA | NA |
| No. of items | | 2 | NA | NA | 4 | NA | NA | NA |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 80 | 81 | 82 | 83 | 84 | 85 | 86 |
|------------------|------------|------|------|-------|------|-------|----------|---------|
| 80 ^a | O | 1.00 | | | | | | |
| 81 ^a | TS | -05 | 1.00 | | | | | |
| 82 | OE | 17 | 22 | 1.00 | | | | |
| 83 | JPC | 04 | -11 | 12 | 1.00 | | | |
| 84 | S | 06 | -17 | 09 | 39 | 1.00 | | |
| 85 ^b | FS | 47 | -16 | 16 | 43 | 33 | 1.00 | |
| 86 ^b | CCS | 48 | -06 | 09 | 20 | -15 | 85 | 1.00 |
| 87 | PSSI | 14 | 03 | 24 | 11 | -02 | 20 | 19 |
| 88 | I | -07 | -01 | 24 | 11 | 04 | 11 | 07 |
| 89 | ECD | 01 | 13 | 26 | 05 | 04 | 10 | 09 |
| 90 ^b | JP | 01 | 11 | 31 | 08 | 03 | 10 | 07 |
| 91 ^b | GS | 19 | -01 | 17 | 10 | 27 | 21 | 07 |
| 92 ^b | JS | 22 | 01 | 26 | 12 | 28 | 22 | 10 |
| 93 ^b | OJS | 15 | -02 | 09 | 08 | 22 | 17 | 04 |
| 94 ^c | SF1: CHSA | -02 | 06 | 18 | 16 | 14 | 08 | 01 |
| 95 ^c | SF2: MBS | -08 | -16 | -10 | -18 | -03 | -19 | -20 |
| 96 ^c | SF3: DCO | 12 | 18 | 82 | 07 | 07 | 15 | 09 |
| 97 ^c | SF4: SIEE | -20 | -02 | -00 | 02 | -11 | 02 | 09 |
| 98 ^c | SF5: DJSA | -10 | 09 | 16 | 04 | -11 | -03 | -01 |
| 99 ^c | SF6: OPCPE | -04 | 04 | 04 | -17 | -11 | -11 | -06 |
| 100 ^c | SF7: NCTBS | 01 | 08 | 01 | -01 | 01 | -10 | -12 |
| 101 ^c | SF8: JMI | 47 | -16 | 16 | 43 | 33 | 1.00 | 85 |
| 102 ^c | SF9: RV | -03 | 13 | 14 | 06 | -02 | -02 | -04 |
| 103 ^c | SF10: SAPE | 10 | 04 | 22 | 10 | -00 | 16 | 14 |
| 104 ^c | SF11: TBPC | -01 | -02 | 29 | 04 | 06 | 18 | 11 |
| 105 ^c | SF12: AF | -01 | 07 | -07 | -04 | -06 | 01 | 04 |
| Mean | | 1.52 | 1.50 | 13.40 | 4.42 | 64.26 | 48376.17 | 1135.84 |
| SD | | 0.50 | 0.50 | 3.05 | 3.83 | 20.35 | 22130.50 | 468.42 |
| Alpha | | NA | NA | .84 | .99 | .76 | .89 | .56 |
| No. of items | | NA | NA | 4 | 2 | 3 | 2 | 2 |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 87 | 88 | 89 | 90 | 91 | 92 | 93 |
|------------------|------------|-------|------|------|------|--------|-------|-------|
| 87 | PSSI | 1.00 | | | | | | |
| 88 | I | 22 | 1.00 | | | | | |
| 89 | ECD | 18 | 26 | 1.00 | | | | |
| 90 ^b | JP | 35 | 28 | 22 | 1.00 | | | |
| 91 ^b | GS | 28 | 13 | -01 | -03 | 1.00 | | |
| 92 ^b | JS | 28 | 16 | 04 | 04 | 90 | 1.00 | |
| 93 ^b | OJS | 24 | 09 | -05 | -08 | 94 | 69 | 1.00 |
| 94 ^c | SF1: CHSA | 27 | 18 | 27 | 35 | -12 | -05 | -16 |
| 95 ^c | SF2: MBS | -02 | -00 | -14 | -14 | 08 | 10 | 06 |
| 96 ^c | SF3: DCO | 31 | 29 | 26 | 37 | 20 | 31 | 09 |
| 97 ^c | SF4: SIEE | 09 | 09 | 16 | 06 | -07 | -12 | -02 |
| 98 ^c | SF5: DJSA | 21 | 09 | 18 | 34 | -46 | -49 | -38 |
| 99 ^c | SF6: OPCPE | 06 | 06 | -01 | 03 | 06 | 06 | 06 |
| 100 ^c | SF7: NCTBS | -04 | -03 | -08 | 09 | -08 | -02 | -12 |
| 101 ^c | SF8: JMI | 20 | 11 | 10 | 10 | 21 | 22 | 17 |
| 102 ^c | SF9: RV | 19 | 11 | 22 | 28 | -27 | -19 | -29 |
| 103 ^c | SF10: SAPE | 37 | 28 | 22 | 25 | 29 | 31 | 24 |
| 104 ^c | SF11: TBPC | 30 | 39 | 29 | 27 | 03 | 08 | -02 |
| 105 ^c | SF12: AF | -12 | -03 | -05 | -01 | -04 | -07 | -01 |
| ----- | | ----- | | | | | | |
| Mean | | 13.77 | 6.68 | 7.19 | 7.59 | 169.78 | 76.12 | 93.66 |
| SD | | 2.41 | 1.42 | 1.32 | 1.21 | 32.74 | 15.65 | 19.88 |
| Alpha | | .75 | .77 | .69 | .68 | .96 | .92 | .94 |
| No. of items | | 4 | 2 | 2 | 2 | 54 | 24 | 30 |
| ----- | | ----- | | | | | | |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 94 | 95 | 96 | 97 | 98 | 99 |
|------------------|------------|-------|-------|-------|-------|-------|-------|
| 94 ^C | SF1: CHSA | 1.00 | | | | | |
| 95 ^C | SF2: MBS | -10 | 1.00 | | | | |
| 96 ^C | SF3: DCO | 25 | -02 | 1.00 | | | |
| 97 ^C | SF4: SIEE | 09 | 05 | 03 | 1.00 | | |
| 98 ^C | SF5: DJSA | 24 | -09 | 20 | 21 | 1.00 | |
| 99 ^C | SF6: OPCPE | -01 | 23 | 09 | 17 | 04 | 1.00 |
| 100 ^C | SF7: NCTBS | 05 | 23 | 03 | -00 | 08 | 12 |
| 101 ^C | SF8: JMI | 08 | -19 | 15 | 02 | -03 | -11 |
| 102 ^C | SF9: RV | 43 | -24 | 20 | 17 | 37 | -08 |
| 103 ^C | SF10: SAPE | 18 | -01 | 31 | 23 | 16 | 23 |
| 104 ^C | SF11: TBPC | 36 | 02 | 36 | 20 | 20 | 01 |
| 105 ^C | SF12: AF | 02 | 09 | -06 | 01 | 02 | -03 |
| ----- | | | | | | | |
| Mean | | 37.80 | 28.46 | 64.33 | 54.45 | 28.05 | 11.62 |
| SD | | 5.08 | 10.59 | 12.98 | 12.93 | 4.29 | 3.86 |
| Alpha | | .73 | .90 | .85 | .81 | .67 | .86 |
| No. of items | | 4 | 3 | 3 | 3 | 2 | 2 |
| ----- | | | | | | | |

(appendix continues)

Appendix E (continued)

| Sl.no. | Variables | 100 | 101 | 102 | 103 | 104 | 105 |
|------------------|------------|-------|----------|-------|-------|-------|-------|
| 100 ^c | SF7: NCTBS | 1.00 | | | | | |
| 101 ^c | SF8: JMI | -.10 | 1.00 | | | | |
| 102 ^c | SF9: RV | .02 | -.02 | 1.00 | | | |
| 103 ^c | SF10: SAPE | -.03 | .16 | .12 | 1.00 | | |
| 104 ^c | SF11: TBPC | -.08 | .18 | .32 | .22 | 1.00 | |
| 105 ^c | SF12: AF | .09 | .01 | -.05 | -.11 | -.04 | 1.00 |
| <hr/> | | | | | | | |
| Mean | | 10.65 | 48381.59 | 61.19 | 42.53 | 28.65 | 12.51 |
| SD | | 3.17 | 22132.14 | 7.61 | 8.26 | 5.23 | 3.61 |
| Alpha | | .83 | .60 | .79 | .74 | .73 | .42 |
| No. of items | | 2 | 2 | 5 | 3 | 2 | 2 |

Note. The decimal points have been omitted from correlation coefficients. The magnitudes of correlation coefficients for significance levels at $p < .05$ and $p < .01$ for $df = 308$ should be 0.1118 and 0.1464 respectively.

^aVariables were categorized or nominal, and therefore, great caution is recommended to be exercised while interpreting their relationships with other variables.

^bVariables were based on derived scores and consequently, their relationships also should be interpreted with caution especially with variables from which they had been derived.

^cVariables were the "second order" factors.

Appendix F

Summary Descriptions of the Thirteen Organizations in the Sample

In order to facilitate the understanding of the results of the study and to give rise to a perspective that might add to the interpretations and implications of the findings, it was proposed to provide brief descriptions of the organizations that were included in the study. Much though the investigator had wished to obtain and provide informations from all the organizations on comparable and relevant dimensions or aspects, it could not be feasible to attain this end for various reasons that were beyond the investigator considering the limitations under which she had to operate. Adhering to the ethical code of conduct of research in psychology, the exact identity including names and precise geographical location would be dispensed with. An effort would be made to provide the relevant information on comparable dimensions as far as possible. The informations may be treated as reflective of the state of affairs during the time period of data collection. The descriptions follow.

Organization no. 1 (O₁)

Organization no. 1 was a public sector organization. It could be treated as having low technological sophistication. It was engaged in textile manufacturing, and was located in a large city of the Uttar Pradesh state of north India. It was established on April 1874 and was nationalized on April 1974. Thus the organization had already had a status of public sector organization for about thirteen years by the time the data were collected. The total number of employees was approximately 3979 according to the verbal communications between the investigator and the authorities of the organization. It was an "all cotton" manufacturing organization and produced materials including markeen, jean, khadi, poplin, towels, mattress cloth, bed sheets, and printed cloth sheets. The organization has just started diversifying toward polyester based manufacturing and that to in a very limited manner. In terms of environment, the organization mainly utilized raw materials like cotton and some synthetics and viscose staple fibre which were almost readily available, and consumers mainly were the lower-middle and lower socio-economic class people. The main competitors of the organization were the

powerloom sector and sick textile units. Thus in terms of environmental conditions, the organization could be treated as having a placid kind of environment. It did not have any confirmed major order although earlier on, it used to receive orders from defense and other institutions making use of rough cotton cloth. Being a public sector organization, the employees had a feeling of high degree of job security which was further strengthened by the presence of employee unions. The general feeling seemed to be that the decision process is delayed, no one wants to take risks, and mutual trust and faith is lacking. A pessimism was observed among the employees as they reported that it was a dying organization although it was trying to survive by making efforts toward diversification. Reportedly, threats were perceived from the powerloom sector and a consumer trend among lower and lower-middle class people of not preferring cotton clothes. In summary, this organization may be described as a public sector textile manufacturing organization, making use of unsophisticated technology which is trying to penetrate into newer product areas in an attempt to maintain its stability in terms of functioning and viability. As it is, it may not be treated as a particularly prosperous organization.

Organization no.2 (O₂)

Organization no. 2 was a public sector organization. It could be treated as having high technological sophistication in relation to its comparable organization (O₁) in the study. It was engaged in textile manufacturing (woolen products), and was located within a large city of Uttar Pradesh state of north India. It was originally founded in the year 1876, and became a public organization in the year 1981. Thus, organization had a status of public sector organization for about six years only. It employed a total of approximately 4111 employees. The organization primarily was engaged in the manufacture of woolen products and caters to the needs of government organizations, public sector undertaking, semi-government organizations, defense, and also to the civilian need. The product range includes worsted suiting, blankets, shawls, scarves, jerseys, pullovers, and socks. The organization has gone in for diversification since last couple of years, and has entered into manufacture of fabrics using synthetic yarn. Thus the organization uses as input materials like merino wool and other wool varieties imported from Australia as well as from domestic markets. Besides, it also utilizes rayon, polyester, and viscose yarns. For its modernization, the organization has acquired a number of new machinery and plants including NSC combing machine, textima spinning machine, and sulzer looms weaving machines. The government is quite supportive and the organization itself has been making good profits since last couple of years although the track record of earlier years has not been all that good. In summary, this organization may be described as a public sector textile manufacturing organization now attempting to make use of sophisticated technology and trying to penetrate into newer

product areas with reasonably good productivity. Although the textile sector operates in a changing environment, the future of this organization appeared to be reasonably bright.

Organization no. 3 (O₃)

Organization no. 3 was a private sector organization. It could be treated as having low technological sophistication. It was engaged in textile (jute) manufacturing, and was located in a large city of the Uttar Pradesh state of north India. It was established in 1931 and thus has about 58 years of standing. It employed a total of approximately 4000 employees. The history of performance is a record of cautious conservation but at the same time also of progressive expansion. Today, the organization claims to possess one of the most modern and well-equipped jute mills in India. The main products are hessian, sacking bags, grain bags, and cement bags. It has also installed broad looms and allied machinery to manufacture carpet-backing cloth for regular export to the USA. The organization at the moment was concerned about the fall in demand of the traditional jute items, and was considering the proposals of laminated goods, jute tapestry, union fabrics, and other products which may be in higher demand. The organization also faced tough competition from the manufacturers of polythene bags as well as from the other jute manufacturers of eastern India. However, the marked emphasis on team spirit and holistic concern was reflected in the total functioning of the organization. Despite being located far away from the centers of supply of raw jute, and labor trouble; the organization so far has been able to sustain itself. The future would likely to depend upon its ability to compete with the synthetic manufacturing organization, which in turn would depend upon government policies. In summary, this organization may be described as a private sector textile manufacturing organization making use of not very sophisticated but appropriate level of technology. It has sustained itself well but considering the situational structure, its future may not be called definitely bright.

Organization no. 4 (O₄)

Organization no. 4 was a private organization. It could be treated as having low technological sophistication. It was engaged in textile manufacturing, and located in a large city of Uttar Pradesh in north India. It was established in the year 1921 and thus has about 68 years of standing. It employed about 4000 employees including approximately 125 in the executive cadre. This organization started off as primarily cotton textile unit but since 1970, it went on to produce synthetic-fibre mixed cotton or polyester blend fabrics. As of now the organization mainly produces only polyester blend cotton fabrics. It has been one of the best run amongst its other comparable competitors. The structure and function of the organization is reported to be highly flexible and is in possession of sophisticated weaving

machines. However, the organization is facing some problems in sales and marketing which might be attributable to its de-emphasis on cotton which was its stronghold, and a new find emphasis on polyester mixed fabric whose credibility is yet to be established among the consumers considering the fact that there already exists a number of textile giants whose polyester mixed fabrics are in good demand. In summary, this organization may be described as a private sector textile manufacturing organization which is trying to penetrate into newer product areas while attempting to maintain its stability in terms of functioning and viability.

Organization no. 5 (O₅)

Organization no. 5 was a private sector organization. It could be treated as having high technological sophistication. It was engaged in textile manufacturing of synthetic variety, and located in a large city of Uttar Pradesh state of the north India. It was established in the year 1943 and thus has about 44 years of standing. The total number of employees was approximately 3800. The organization is diversifying in the areas of nylon and polyester yarns and fabrics, and acrylic fibre as well as plastic and polymer tube and containers, renewable energy, tyre records, industrial yarns, computer software etc. The organization has had a reasonably good sales and profits record. The work force, by and large, appeared to be satisfied on accounts of job satisfaction, salaries and perks, high speed of decision making, decentralization of authority, and physical facilities. Although reportedly, the job security was not very high. In summary, this organization may be described as a private sector textile manufacturing organization making use of sophisticated technology which has done rather well considering the fact that it operates in the high fashion market with changeable trends and preferences.

Organization no 6 (O₆)

Organization no. 6 was basically a cooperative sector organization. It has already been noted in the method chapter that although this organization was established in cooperative sector, it was clubbed together with the public sector organizations in this study on the basis of its current status in terms of share holding, working pattern, and the dominant coalition involved in policy planning matters. It could be treated as having high technological sophistication in relation to the other comparable organization (O₇) in the sample, and as having high technological sophistication in general. It is mainly engaged in manufacturing fertilizers for agricultural use. The organization was registered in November, 1967 and the unit where from the data were collected was commissioned in October 1980. It went into commercial production in March, 1981. The unit is located slightly away from a city in Uttar Pradesh state of north India at a distance of about half an hour by road. The unit

basically produces Ammonia and Urea. The unit employed approximately 1160 personnel. The organization has reasonably good governmental support and also has collaborations with reputed organizations from the USA and Italy. Despite a lot of glut of fertilizers in the country, the organization had been reportedly making profits to the tune of roughly 30 to 40 crores of rupees almost every year and workers had been getting productivity linked bonus at the rate of 25 to 30 per cent of their wages, although the market had not been particularly good for the last one year. The organization saw its strengths in good and steady performance, sound financial status, and good work culture. The chief weaknesses enumerated were that there had not been much diversification until now, and the prices were being fixed by the government rather than on the market condition bases. The organization saw opportunities in terms of lots of scope that existed for diversification. The major threats perceived were lots of competition from new units coming up, and difficulties in marketing. In summary, this organization may be described as a cooperative sector fertilizers manufacturing organization making use of sophisticated technology and having a good status in terms of organizational effectiveness and health.

Organization no. 7 (O7)

Organization no. 7 was a public sector organization. It could be treated as having high technological sophistication by general standards, however, as claimed by the other comparable organization in the study, namely O₆, it might be comparatively said to have low technological sophistication. It is engaged in the manufacturing of chemicals and fertilizers, and located in a large city of the Maharashtra state of western India. It was established in 1978 and thus it was about nine years old at the time of data collection. The total number of employees were approximately 5500. The year before the data collection period, the organization had claimed to have produced strikingly good results in terms of performance. That year, the organization had crossed one million tonne mark in the production of Urea. The total nutrient production was highest ever recording 170 per cent increase over last year. Financially, the organization had shown very good gross profits but not so good net profit which was attributed to excess availability of fertilizers in the market, and drought conditions in the nearer market which resulted in low sales and carrying over heavy stocks. Considering high premium on agriculture and industrial growth by the government, this organization seemed to be looking forward to a bright future. Its major strengths were the government support, use of modern technology in the field, and trained manpower. It was reported that the organization had ample opportunities toward diversification. The major threats were perceived to be the import of fertilizers and poor distribution network as well as an envisaged low inclination and purchasing powers of the farmers. In summary, this organization may be described as a public sector chemicals and fertilizers manufacturing organization making use

of reasonably modern technology, and has been able to make a mark among the prosperous public sector organizations. The employees, in general, seemed to be looking forward to an even better future.

Organization no. 8 (Og)

Organization no. 8 was a private sector organization. It could be treated as having low technological sophistication. It is engaged in chemicals manufacturing, and located in a large city of the Maharashtra state of western India. It was established in February, 1968 with the collaboration of one British, one American, and one Indian company. At the time of data collection, this organization was about nineteen years old. However, work force wise, it has remained rather a small organization with only about 650 employees out of which 110 were in the executive position. Performance wise also this organization has not been a particularly remarkable one, and the profit records after tax seemed not to be significantly increasing over past three financial years. The organization had been producing about five product till 1980 and then another five had been added. The organization faces tough competition from at least five other organizations, and government policies were not perceived to be favorable by organization members. Although the organization claimed to have sound existing technology, good financial base, and capable management team; it was apparent that it lacked in marketing, and faced threats from fast pace of new technology and strong competitors. In summary, this organization may be described as private sector chemicals manufacturing organization making use of not very highly sophisticated technology for production although it does have a good R & D department. Performance wise, it had not been doing particularly well but the plans were afoot for diversification.

Organization no. 9 (Og)

Organization no. 9 was a private sector organization. It could be treated as having high technological sophistication in relation to the other comparable organization, namely Og in the study. It was engaged in manufacturing organic chemicals. It was located in a large city of Maharashtra state of western India. It has got a standing of approximately twenty five years. The total number of employees was around 1600 excluding those on daily wages. The organization produced a number of items that included petro-chemicals; utilities like steam, demineralized water, nitrogen; agro-chemicals; and trading products like detergents, pesticides, vaccines, and plastics. The products of organization could be used toward a number of industrial, chemical, and agricultural purposes. This organization could be described as one marked with optimism and bright prospects with an almost steady growth record and reasonably high amount of employee satisfaction and commitment. In summary, this was a private sector high tech. chemicals manufacturing organization on a

reasonably sound footing with ample scope for a bright future on almost all fronts.

Organization no. 10 (O₁₀)

Organization no. 10 was a public sector organization. It could be treated as having low technological sophistication. It was an engineering product organization engaged in two- and three-wheeler automobiles. It was located in the vicinity of a large city in the Uttar Pradesh state of north India. It was established in the year 1972 to meet the demand and supply gap of two-wheelers in the Indian market at that time point. Thus the organization had about 15 years of standing. It employed a total of approximately 3200 employees. The plant and machinery, at the time of installment, were proclaimed to be one of the best available in the world, and were largely imported from Italy. Despite its proclaimed sophisticated technology, apparent demand for two- and three-wheelers in the market, and the governmental support; this organization has been incurring losses since its inception, and moreover the situation had deteriorated in the last couple of years. The organization even made an attempt to improve upon its basic models and also to introduce new products like fans, lubricants, etc. The organization had run into difficulties to such an extent that the feeling that the investigator got at the time of data collection was one of utter confusion and chaos when asked about the strengths, weaknesses, opportunities, and threats. Mutually contradictory responses were obtained quite often. For instance, it was reported that the organization was making tried and established products and had market goodwill associated with being an established manufacturer of those products (strengths), but the same time people said that the organization had poor corporate image (weakness), they saw a possibility of sales of scooters to army and police (opportunities) whereas in India, scooters are not used by these consumers, they also felt that one already existing manufacturer of similar products was increasing its production rapidly (threat) whereas the very inception of O₁₀ was made because the existing manufacturers were not able to meet the public demand. On the whole, the role incumbents did not seem to be knowing what exactly was happening and what the future is going to be like. The blame was put on the newer competitors with superior technology which rendered the technology of O₁₀ obsolete. In summary, this organization might be described as public sector low tech. engineering organization with a short history, poor performance, and uncertain future.

Organization no. 11 (O₁₁)

Organization no. 11 was a public sector organization. It could be treated as having high technological sophistication. It was engaged in aviation. It was located in a large city of Uttar Pradesh state of north India. This organization is one of the eleven factories located in six different states with head office

as well as six of the factories located in a big city of Karnataka state of south-west India. The concerned organization was found in 1960 and thus had standing of about 27 years. It was set up for the licensed manufacture of HS-748, a transport aircraft. Ever since the organization has undertaken the manufacture of a number of trainers, gliders, and passenger aircrafts. Besides, it also has been manufacturing some of the components of the aircrafts. While the inputs are taken from Germany and England apart from the domestic suppliers, the consumers mainly have remained the domestic civil and military aviation operators. The organization professes to have basic objectives that include striving to achieve self-reliance in the design, development, and production of aeronautical equipments and hence puts premium on research and development with special emphasis on meeting the defense requirements. The organization employed a total of about 3198 personnel out of which 1085 workers belonged to production area, 1576 workers belonged to maintenance and services, and 537 belonged to the executive cadre. The general feeling prevailing among the employees is that there is an under utilization of worker potential in that they could be more productive but can not be because there is not enough market for the enhanced production. However, one may not be oblivious of the fact that considering the world trend with regard to the disbursement of strategic and defense equipments, the technologically advanced countries usually lend or sell rather obsolete technology only to the developing countries, and therefore, the non-availability of the consumers of the organization's products outside the country may well be because what the organization is manufacturing is already out of demand in the open world market. In summary, this organization may be described as a public sector engineering organization making use of sophisticated technology and attempting to support the country's striving for self-sufficiency in aviation both for civil as well as for defense consumption. Since the main consumer as well as the supplier happens to be the government or the government supported agencies, the stability is assured but one may not be certain about the brightness of its future prospects.

Organization no. 12 (O₁₂)

Organization no. 12 was a private sector organization. Although the organization makes use of fairly sophisticated technology, it could be treated as having low technological sophistication in an overall sense in relation to the other comparable organization (O₁₃) in the sample. The organization had three plants, and the plant from which the data were collected had about 9800 employees. It was an engineering product organization and manufactures passenger and transport automobiles, and petrol engines for industrial use. It was located in a large city in the Maharashtra state of western India. It was established in 1944 and thus had a standing of about 43 years. The organization has had an impressive track record both in terms of production and profitability. The organization is doing rather well in face

of its old competitors, however, a new government supported similar product organization has emerged as a major threat to this organization's passenger vehicles. Nevertheless, so far the organization has been able to maintain itself well in almost all fronts. The strength of this organization lies in a work force committed to both the organization as well as to the consumer and other beneficiaries, and added strength is its inclination toward the use of modern and management practices. In the name of weaknesses, it does not seem to have anything in particular except that, of late, the government policy has not been very supportive to the private sector passenger automobile manufacturers. The organization saw its opportunities in its launching a new passenger vehicle and improving upon the existing models. It also had diversified in other areas through the opening of some subsidiaries. The organization envisaged major threats only in terms of "non-supportive" governmental policies toward its main activities. In summary, this organization may be described as a private sector engineering manufacturing organization making use of reasonably sophisticated technology, and having a good track record. However, considering the flux in the automobile industry in this country, no definite statement could be made regarding the future of this organization.

Organization no. 13 013)

Organization no. 13 was a private sector organization. It could be treated as having high technological sophistication. It was founded in the year 1945 and thus has about 43 years of standing. It was located in a large city of the Maharashtra state of western India. It was engaged primarily in the manufacturing of automobiles and agricultural implements. It also had an export division, an instrumentation division, a steel division, and a machine pool division plus about four subsidiary, and about six associate companies. All these taken together cover a very wide range of automotive and industrial operations. The division from which data were collected manufactures tractors and agricultural implements of various types. It employed about 3400 personnel out of which 500 were in the executive cadre. The organization had performed rather well and its products had reasonably good market. However, for the last couple of years, there had been a general slump in the tractor market due to the drought as well as unsettled conditions in the organization's established markets. Even so the organization continued to retain the position as a market leader among twelve manufacturers with the market share at 19 per cent. The sale of spare parts, kits, attachments, and implements amounted to represent a growth of about 12 per cent. In summary, this organization may be described as a private sector engineering manufacturing organization making use of sophisticated technology. Performance wise, it had been doing particularly well with ample scope for a bright future.

Appendix G

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 (Psychology Wing)
 Title of the Ph.D. Thesis : Executive success and work
 organizational dynamics: Towards
 a comprehensive approach
 Area of Work : Organizational
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Abstract

This study was conducted in an exploratory framework and focused on the construct of idealized success in the main, and a number of other relevant variables in work organizational setting in general. The twenty five variables included in the study might be taken as belonging to the six sectors, namely person's environment, person related variables, organization related variables, organization level outcome, person level outcomes, and satisfaction. The main research issues were to uncover the underlying dimensions of the variables, to relate those dimensions with one another according to a conceptual scheme, and to explore the patterns of the relationships of the variables with organization and person level outcomes. The sample included 310 lower, middle, and upper level male executives from six

public and seven private sector work organizations of north and western India. Data were collected through structured interview schedule, and analyzed mainly through multivariate statistical techniques. The results suggested that the construct of idealized success and other variables included in the study could be treated as salient in organizational dynamics. They seemed to have significant ramifications at the individual level, and presumably also at organizational level. Some structural variables such as ownership, and hierarchical level; and categorical variables such as strategic orientation also emerged as important variables. The knowledge accruing out of the study showing the precise relationships among the variables could be used by future researchers for even a better understanding, and by organizations for improvement in organizational dynamics as such.